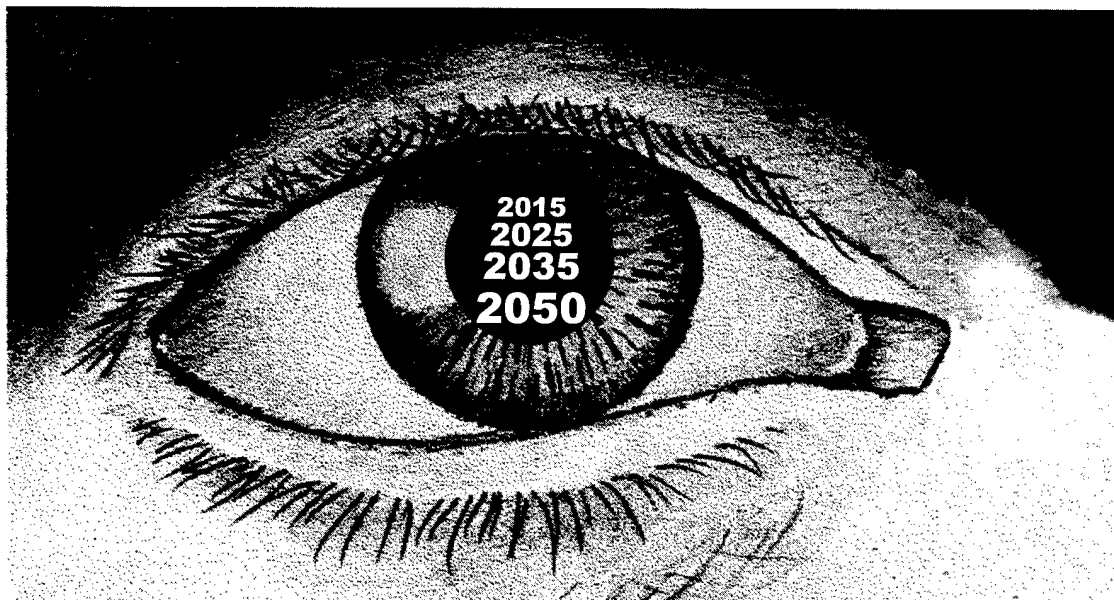


Strategic Vision

A Selected Bibliography



Strategic Vision is an essential element of political, corporate, and military leadership. It directs and shapes the forces and trends that affect us individually and organizationally. By defining a desired endstate and then communicating that vision to subordinates, leaders at all levels can shape and manage change toward a desired end.

-- U.S. Army War College. Curriculum Pamphlet, Academic Year 2001.
Carlisle Barracks, PA: 2000.

U.S. Army War College Library

April 2001

20010426 064

What Is Strategic Vision?

"Strategic vision is a mental image of what the future world ought to be like. (The prophet's view). Development of a strategic vision is preceded by forecasting the actual, matter of fact, realistic and pragmatic future to create an estimate of what the future is likely to be. In doing this, the strategist looks at history, the current situation, and trends. Strategy is the crossover mechanism for moving from the world as forecasted to the world of our vision.

Strategic vision provides direction to both the formulation and execution of strategy. It makes strategy proactive, rather than reactive, about the future."

-- Colonel Bruce B.G. Clarke, "Strategic Vision," appendix 1, part 1 in Strategic Vision and Strategy Formulation: Capstone Exercise. Carlisle Barracks: U.S. Army War College, 1994, p. A-2.

The U.S. Army Vision is entitled "Soldiers on Point for the Nation ... Persuasive in Peace, Invincible in War." See <<http://www.army.mil/armyvision/vision.htm>>. Internet.

Preface

Strategic Vision is an enduring theme at the U.S. Army War College. Compiled in support of this theme, the following bibliography reflects books, documents, and periodical articles in the Army War College Library. Please note that the majority of items dealing with military vision have been integrated in the third part of the bibliography entitled "The U.S. Military and the Future."

All items included in the bibliography are available in the U.S. Army War College Library collection. For your convenience we have added our call numbers at the end of each book and document entry. Please keep in mind that call numbers may vary from library to library.

This bibliography is also available on the Internet through our Library's home page
< <http://carlisle-www.army.mil/library/> > .

For additional information, please contact the Research and Information Services Branch, U.S. Army War College Library, by sending an e-mail message to libraryr@carlisle.army.mil, or by phoning DSN 242-3660 or Commercial (717) 245-3660.

Jane E. Gibish, compiler

STRATEGIC VISION
A SELECTED BIBLIOGRAPHY

Table of Contents

**VISION, CRITICAL THINKING, CREATIVITY, STRATEGIC PLANNING,
LEADING CHANGE**

Books and Document.....	1
Periodical Articles.....	13

FUTURES STUDIES, FORECASTING, THE FUTURE WORLD SCENE

Books and Documents.....	15
Periodical Articles.....	18

THE U.S. MILITARY AND THE FUTURE

Books and Documents.....	20
Periodical Articles.....	33

VISION, CRITICAL THINKING, CREATIVITY, STRATEGIC PLANNING, LEADING CHANGE

BOOKS AND DOCUMENTS

- Albrecht, Karl. The Northbound Train: Finding the Purpose, Setting the Direction, Shaping the Destiny of Your Organization. New York: American Management Association, 1994. 213pp. (HD58.9 .A44 1994)
- Axelrod, Alan. Patton on Leadership: Strategic Lessons for Corporate Warfare. Paramus, NJ: Prentice Hall, 1999. 279pp. (HD57.7 .A96 1999)
- Ball, James R. DNA Leadership through Goal-Driven Management. (DNA leadership refers to "the correlations between the leadership approach we need and the biological principles of cell theory and DNA (deoxyribonucleic acid).") Reston, VA: Goals Institute, 1997. 420pp. (HD30.65 .B35 1997)
"The Vital Link: Goal Alignment with Missions, Visions, and Philosophies," pp. 21-31.
- Barker, Joel A. Paradigms: The Business of Discovering the Future. Originally published as Future Edge in 1992. New York: HarperBusiness, 1993. 240pp. (HD30.27 .B361 1993)
- Bechtell, Michele L. The Management Compass: Steering the Corporation Using Hoshin Planning. (The author says, "Hoshin management is a system to steer the organization toward its strategic vision.") New York: American Management Association, 1995. 157pp. (HD62.15 .B42 1995)
- Belfiglio, E. James. Strategic Leadership: Comparing Business and Military Senior Leadership. Strategy Research Project. Carlisle Barracks: U.S. Army War College, June 1999. 36pp. (DDE 1999 B24)
- Bennis, Warren G., and Robert Townsend. Reinventing Leadership: Strategies to Empower the Organization. New York: Morrow, 1995. 187pp. (HD57.7 .B465 1995)
"The Guiding Vision," pp. 45-60.
- Benveniste, Guy. The Twenty-First Century Organization: Analyzing Current Trends, Imagining the Future. San Francisco: Jossey-Bass, 1994. 310pp. (HD58.8 .B464 1994)
- Blanchard, Kenneth H., Terry Waghorn, and Jim Ballard. Mission Possible: Becoming a World-Class Organization while There's Still Time. New York: McGraw-Hill, 1997. 227pp. (HD31 .B5265 1997)
- Bradford, David L., and Allan R. Cohen. Power Up: Transforming Organizations through Shared Leadership. New York: Wiley, 1998. 364pp. (HD57.7 .B697 1998)
- Bradshaw, Jody L. Theodore Roosevelt: Activated Vision through the Bully Pulpit. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1999. (AD-A363-268)

- Brill, Peter L., and Richard Worth. The Four Levers of Corporate Change. New York: Ama-com, 1997. 178pp. (HD58.8 .B753 1997)
 "The Limits of Ideals and Vision Statements," pp. 33-45.
 "Making Change Work," pp. 149-164.
- Carr, David K., Kelvin J. Hard, and William J. Trahan. Managing the Change Process: A Field Book for Change Agents, Consultants, Team Leaders, and Reengineering Managers. New York: McGraw-Hill, 1996. 248pp. (HD58.8 .C363 1996)
- Champy, James, and Nitin Nohria, eds. Fast Forward: The Best Ideas on Managing Business Change. Boston: Harvard Business School Press, 1996. 278pp. (HD58.8 .F37 1996)
- Cohen, Allan R. The Portable MBA in Management. New York: Wiley, 1993. 392pp. (HD31 .C586 1993)
 "Visionary Leadership," by Peter B. Vaill, pp. 12-37.
 "Managing Change," by Todd D. Jick, pp. 340-368.
- Collins, James C., and Porras, Jerry I. Built to Last: Successful Habits of Visionary Companies. New York: HarperBusiness, 1994. 322pp. (HF5386 .C735 1994)
- Conger, Jay A., and Rabindra N. Kanungo. Charismatic Leadership in Organizations. Thousand Oaks, CA: Sage, 1998. 288pp. (HD57.7 .C664 1998)
 "Aligning the Organization through Vision," pp. 153-187.
 "Implementing the Vision," pp. 189-208.
- Conner, Daryl. Leading at the Edge of Chaos: How to Create the Nimble Organization. New York: Wiley, 1998. 352pp. (HD58.8 .C55 1998)
- Cotter, John J. The 20% Solution: Using Rapid Redesign to Create Tomorrow's Organizations Today. New York: Wiley, 1995. 230pp. (HD58.8 .C68 1995)
- Coyner, Gray K. Business Reengineering - Government Viability. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 2000. 29pp. (AD-A377-189)
- Curtis, Keith. From Management Goal Setting to Organizational Results: Transforming Strategies into Action. Westport: Quorum Books, 1994. 208pp. (HD30.28 .C88 1994)
- Daft, Richard L., and Robert H. Lengel. Fusion Leadership: Unlocking the Subtle Forces That Change People and Organizations. San Francisco: Berrett-Koehler, 1998. 290pp. (HD57.7 .D12 1998)
 "Vision," pp. 91-109.
- Drucker, Peter F. Management Challenges for the 21st Century. New York: HarperBusiness, 1999. 207pp. (HD30.27 .D78 1999)
- Druckman, Daniel, Jerome E. Singer, and Harold P. Van Cott. Enhancing Organizational Performance. Washington: National Academy Press, 1997. 284pp. (HD58.9 .E54 1997)

- DuBrin, Andrew J. Reengineering Survival Guide: Managing and Succeeding in the Changing Workplace. Cincinnati: Thomas Executive Press, 1996. 320pp. (HD58.8 .D83 1995)
 "Shaking Loose Creative Thinking," pp. 57-79.
 "Implementing Radical Change," pp. 81-113.
- Eadie, Douglas C. Changing by Design: A Practical Approach to Leading Innovation in Non-profit Organizations. San Francisco: Jossey-Bass, 1997. 227pp. (HD62.6 .E23 1997)
- Eccles, Tony. Succeeding with Change: Implementing Action-Driven Strategies. New York: McGraw-Hill, 1994. 273pp. (HD58.8 .E27 1994)
- Engel, Peter H. The Exceptional Individual: Achieving Business Success One Person at a Time. New York: St. Martin's Press, 1998. 210pp. (HD53 .E54 1998)
- Fairholm, Gilbert W. Capturing the Heart of Leadership: Spirituality and Community in the New American Workplace. Westport: Praeger, 1997. 235pp. (HD57.7 .F348 1997)
 "Spiritual Leadership Visioning," pp. 137-146.
- Fitzgerald, Catherine, and Linda K. Kirby, eds. Developing Leaders: Research and Applications in Psychological Type and Leadership Development: Integrating Reality and Vision, Mind and Heart. (Focuses on Myers-Briggs Type Indicator.) Palo Alto, CA: Davies-Black, 1997. 537pp. (HD57.7 .D28 1997)
- Fogg, C. Davis. Implementing Your Strategic Plan: How to Turn 'Intent' into Effective Action for Sustainable Change. New York: Amacom, 1999. 433pp. (HD30.28 .F53 1999)
- Ford, Cameron M., and Dennis A. Gioia, eds. Creative Action in Organizations: Ivory Tower Visions & Real World Voices. Thousand Oaks, CA: Sage, 1995. 400pp. (HD53 .C748 1995)
- Fritz, Robert. The Path of Least Resistance for Managers: Designing Organizations to Succeed. San Francisco: Berrett-Koehler, 1999. 237pp. (HD31 .F75 1999)
 "Discovering Our True Vision," pp. 183-197.
 "The Power of Shared Structural Tension," pp. 199-206.
- Gallagher, Barry B. Vision: The Strategic Leader Imperative. Strategy Research Project. Carlisle Barracks: U.S. Army War College, May 1998. 28pp. (AD-A345-905)
- Galpin, Timothy J. The Human Side of Change: A Practical Guide to Organization Redesign. San Francisco: Jossey-Bass, 1996. 146pp. (HD58.8 .G35 1996)
- Gibson, Rowan, ed. Rethinking the Future: Rethinking Business, Principles, Competition, Control & Complexity, Leadership, Markets and the World. Revised paperback ed. Naperville, IL: Nicholas Brealey, 1998. 276pp. (HD58.8 .R494 1998)
- Gilmore, Andrew G. Vision Development and Strategic Planning: Is There a Better Way? Research Report. Maxwell Air Force Base: Air University (U.S.), Air War College, April 1995. 35pp. (UG635.31 .G34 1995)

- Goodstein, Leonard, Timothy M. Nolan, and J. William Pfeiffer. Applied Strategic Planning: A Comprehensive Guide. New York: McGraw-Hill, 1993. 379pp. (HD30.28 .G66 1993)
- Gouillart, Francis J., and James N. Kelly. Transforming the Organization. New York: McGraw-Hill, 1995. 323pp. (HD58.8 .G68 1995)
"Creating the Vision," pp. 45-68.
- Gryskiewicz, Stanley S. Positive Turbulence: Developing Climates for Creativity, Innovation, Renewal. San Francisco: Jossey-Bass, 1999. 195pp. (HD53 .G79 1999)
- Halpern, Diane F. Thought and Knowledge: An Introduction to Critical Thinking. Mahwah, NJ: L. Erlbaum Associates, 1996. 430pp. (BF441 .H25 1996)
- Hammer, Michael. Beyond Reengineering: How the Process-Centered Organization Is Changing Our Work and Our Lives. New York: HarperBusiness, 1996. 285pp. (HD58.87 .H36 1996)
- Harrison, Michael T. Dr. Martin Luther King, Jr.: His Strategic Vision, Leadership, and Conflict/Alliance with the Kennedy Administration. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 2000. 20pp. (AD-A377-609)
- Harvard Business Review. Harvard Business Review on Change. Boston: Harvard Business School Press, 1998. 228pp. (HD58.8 .H37 1998)
- Henry, Charles R. A General's Insights into Leadership and Management: Reorganizing, Consolidating, Downsizing. Columbus, OH: Battelle Press, 1996. 189pp. (HD57.7 .H445 1996)
- Hesselbein, Frances, and Paul M. Cohen. Leader to Leader: Enduring Insights on Leadership from the Drucker Foundation's Award-Winning Journal. San Francisco: Jossey-Bass, 1999. 397pp. (HM1261 .L43 1999)
"Leading Innovation and Transformation," pp. 53-105.
- Hesselbein, Frances, Marshall Goldsmith, and Iain Somerville, eds. Leading beyond the Walls. San Francisco: Jossey-Bass, 1999. 297pp. (HD57.7 .L43 1999)
- Hesselbein, Frances, Marshall Goldsmith, and Richard Beckhard, eds. The Leader of the Future: New Visions, Strategies, and Practices for the Next Era. San Francisco: Jossey-Bass, 1996. 319pp. (HD57.7 .L41 1996)
- Hesselbein, Frances, Marshall Goldsmith, and Richard Beckhard, eds. The Organization of the Future. San Francisco: Jossey-Bass, 1997. 397pp. (HD58.8 .O73 1997)
- Higgins, James M. 101 Creative Problem Solving Techniques: The Handbook of New Ideas for Business. Winter Park, FL: New Management, 1994. 223pp. (HD30.29 H54 1994)
- Hoyle, John. Leadership and Futuring: Making Visions Happen. Thousand Oaks, CA: Corwin Press, 1995. 68pp. (HD57.7 .H69 1995)

- Hughes, William. Critical Thinking: An Introduction to the Basic Skills. 2d ed. Broadview Press, 1996. 328pp. (BC177 .H83 1996)
- Hunt, James, George E. Dodge, and Leonard Wong, eds. Out-of-the-Box Leadership: Transforming the Twenty-First Century Army and Other Top-Performing Organizations. Stamford, CT: Jai Press, 1999. 318pp. (UB210 .O93 1999)
- Hunt, Michele. Dream Makers: Putting Vision and Values to Work. Palo Alto: Davies Black, 1998. 236pp. (HN59.2 .H86 1998)
- Hussey, D.E., ed. The Innovation Challenge. New York: Wiley, 1997. 225pp. (HD45 .I56 1997)
- Jaffe, Dennis T., Cynthia D. Scott, and Glenn R. Tobe. Rekindling Commitment: How to Revitalize Yourself, Your Work, and Your Organization. San Francisco: Jossey-Bass, 1994. 274pp. (HD58.8 .J34 1994)
 "Organizational Purpose: Defining Values, Mission and Vision," pp. 131-157.
- James, Geoffrey. Success Secrets from Silicon Valley: How to Make Your Teams More Effective (No Matter What Business You're In). New York: Times Business, 1998. 278pp. (HD62.37 .J349 1998)
 "Motivate with Vision, Not Fear," pp. 145-173.
- Johnston, Kenneth B. Busting Bureaucracy: How to Conquer Your Organization's Worst Enemy. Homewood: Business One Irwin, 1993. 197pp. (HD58.9 .J64 1993)
 "How Will You Know When You Have Realized Your Vision?," pp. 142-157.
- Kanter, Rosabeth M. Rosabeth Moss Kanter on the Frontiers of Management. Boston: Harvard Business School Press, 1997. 306pp. (HD58.8 .K364 1997)
 "The Imagination to Innovate, the Professionalism to Perform, and the Openness to Collaborate: Leading the Change-Adept Organization," pp. 3-26.
 "Leading Change: Innovation and Transformation," pp. 65-130.
- Kao, John J. Jamming: The Art and Discipline of Business Creativity. New York: HarperBusiness, 1997. 204pp. (HD53 .K359 1997)
- Katzenbach, Jon R., and the RCL Team. Real Change Leaders: How You Can Create Growth and High Performance at Your Company. New York: Times Business, 1995. 357pp. (HD38.2 .K39 1995)
 "Working Vision: You Find It in Their Hearts and Minds," pp. 63-100.
- Kennedy, Claudia J. Strategic Vision: A Leader and a Process. Study Project. Carlisle Barracks: U.S. Army War College, May 1991. 79pp. (AD-A238-242)
- Killen, Jack L. Strategic Visions, Why They Fail. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1997. 36pp. (AD-A326-723)

- King, Joseph. Strategic Leadership: Leading Change in a New Age. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1999. 50pp. (AD-A364-146)
- Kline, John A. Listening Effectively. Maxwell Air Force Base: Air University Press, 1996. 59pp. (BF323 .L5K55 1996)
- Kono, Toyohiro, and Stewart Clegg. Transformations of Corporate Culture: Experiences of Japanese Enterprises. New York: Walter de Gruyter, 1998. 445pp. (HD58.7 .K66 1998)
"Corporate Philosophy and Corporate Vision," pp. 217-240.
- Kossoff, Leskie L. Executive Thinking: The Dream, the Vision, the Mission Achieved. Palo Alto: Davies-Black, 1999. 247pp. (HD38.2 .K675 1999)
- Koteen, Jack. Strategic Management in Public and Nonprofit Organizations: Managing Public Concerns in an Era of Limits. 2d ed. Westport: Praeger, 1997. 343pp. (HD30.28 .K67 1997)
"Creating a Compelling Vision of the Future," pp. 58-63.
- Kotter, John P. Leading Change. Boston: Harvard Business School Press, 1996. 187pp. (HD58.8 .K65 1996)
"Developing a Vision and Strategy," pp. 76-83.
"Communicating the Change Vision," pp. 85-100.
- Kouzes, James M., and Barry Z. Posner. The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations. 2d ed. San Francisco: Jossey-Bass, 1995. 405pp. (HD57.7 .K68 1995)
"Inspiring a Shared Vision," pp. 91-148.
- Krass, Peter, ed. The Book of Leadership Wisdom: Classic Writings by Legendary Business Leaders. New York: Wiley, 1998. 493pp. (HD57.7 .B66 1998)
"Visions of Progress," pp. 123-160.
"Leading Revolution," pp. 399-472.
- Kriegel, Robert J., and David Brandt. Sacred Cows Make the Best Burgers: Paradigm-Busting Strategies for Developing Change-Ready People and Organizations. New York: Warner Books, 1996. 320pp. (HD58.8 .K75 1996)
- Larkin, T.J. and Sandar Larkin. Communicating Change: How to Win Employee Support for New Business Directions. New York: McGraw-Hill, 1994. 252pp. (HF5549.5 .C6T15 1994)
- LeBoeuf, Joseph N.G. Feedback: A Critical Leadership Resource. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1997. 33pp. (AD-A326-794)
- Lesh, Craig D. The Strategic Vision of Admiral Arleigh Burke. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1997. 31pp. (AD-A326-504)

- Lindsay, William M., and Joseph A. Petrick. Total Quality and Organization Development. Boca Raton, FL: St. Lucie Press, 1997. 390pp. (HD62.15 .L56 1997)
- Loehle, Craig. Thinking Strategically: Power Tools for Personal and Professional Advancements. New York: Cambridge University Press, 1996. 195pp. (BF408 .L753 1996)
- Lowenthal, Jeffrey N. Reengineering the Organization: A Step-by-Step Approach to Corporate Revitalization. Milwaukee: ASCQ Quality Press, 1994. 185pp. (HD58.8 .L69 1994)
"Planning for Change," pp. 51-80.
- Lucas, Ann F. Leading Academic Change: Essential Roles for Department Chairs. San Francisco: Jossey-Bass, 2000. 310pp. (LB2341 .L82 2000)
- Luecke, Richard A. Scuttle Your Ships before Advancing: And Other Lessons from History on Leadership and Change for Today's Managers. New York: Oxford University Press, 1994. 199pp. (HD30.5 .L83 1994)
- Lynch, Robert F. Reengineering Business Processes and People Systems. Atlanta: QualTeam, 1994. 240pp. (HD58.8 .L96 1994)
"Define the Future," pp. 59-82.
- Magee, Roderick R., ed. Strategic Leadership Primer. Carlisle Barracks: U.S. Army War College: Department of Command, Leadership, and Management, 1998. 60pp. (U413 .C67S77 1998)
- Manning, George, Kent Curtis, and Steve McMillen, eds. Building Community: The Human Side of Work. Cincinnati: Thomas Executive Press, 1996. 391pp. (HD66 .B83 1996)
"The Power of Vision," pp. 1-95.
- Marquardt, Michael J., and Nancy O. Berger. Global Leaders for the Twenty First Century. Albany: State University of New York Press, 2000. 211p. (HD38.2 .M37 2000)
- Matejka, Ken, and Richard J. Dunsing. A Manager's Guide to the Millennium: Today's Strategies for Tomorrow's Success. New York: Amacom, 1995. 190pp. (HD31 .M337 1995)
"Making the Dream," pp. 51-66.
"Building the Dream Team," pp. 67-88.
"Hooking Everyone into the Dream," pp. 89-103.
- Matthews, Lloyd J, ed. Building and Maintaining Healthy Organizations: The Key to Future Success. Carlisle Barracks: U.S. Army War College, Department of Command, Leadership, and Management, 2001. 187pp. (U413.D2B83 2001)
- Mattimore, Bryan W. 99% Inspiration: Tips, Tales, and Techniques for Liberating Your Business Creativity. New York: American Management Association, 1993. 180pp. (HD53 .M374 1993)
- May, Rollo. The Courage to Create. New York: Norton, 1975. 143pp. (BF408 .M45 1975)

- Miles, Robert H. Leading Corporate Transformation: A Blueprint for Business Renewal. San Francisco: Jossey-Bass, 1997. 260pp. (HD58.8 .M526 1997)
"Developing a Vision of the Future," pp. 28-45.
- Mintzberg, Henry. The Rise and Fall of Strategic Planning: Reconceiving Roles for Planning, Plans, Planners. New York: Free Press, 1993. 458pp. (HD30.28 .M56 1993)
- Mintzberg, Henry, and James B. Quinn. The Strategy Process: Concepts and Contexts. Englewood Cliffs, NJ: Prentice-Hall, 1992. 480pp. (HD30.28 .Q53 1992)
- Mintzberg, Henry, Bruce W. Ahlstrand, and Joseph Lampel. Strategy Safari: A Guided Tour through the Wilds of Strategic Management. New York: Free Press, 1998. 406pp. (HD30.28 .M34 1998)
"The Entrepreneurial School: Strategy Formation as a Visionary Process," pp. 123-147.
- Mitchell, Glenn W. The New Math for Leaders: Useful Ideas from Chaos Theory. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 1998. 37pp. (AD-A345-511)
- Mitroff, Ian I., and Harold A. Linstone. The Unbounded Mind: Breaking the Chains of Traditional Business Thinking. New York: Oxford University Press, 1993. 177pp. (HF1131 .M58 1993)
- Morgan, Gareth. Imaginization: The Art of Creative Management. Newbury Park, CA: Sage, 1993. 347pp. (HD38 .M612 1993)
- Nanus, Burt. Visionary Leadership: Creating a Compelling Sense of Direction for Your Organization. San Francisco: Jossey-Bass, 1992. 237pp. (HD57.7 .N367 1992)
- Nanus, Burt, and Stephen M. Dobbs. Leaders Who Make a Difference: Essential Strategies for Meeting the Nonprofit Challenge. San Francisco: Jossey-Bass, 1999. 279pp. (HD62.6 .N36 1999)
"Leader as Visionary: Dreaming the Dream," pp. 75-95.
- Nevis, Edwin C., Joan E. Lancourt, and Helen G. Vassallo. Intentional Revolutions: A Seven-Point Strategy for Transforming Organizations. San Francisco: Jossey-Bass, 1996. 287pp. (HD58.8 .N48 1996)
- Nogami, Glenda Y., Christopher D. Brander, and Karen A. Slusser. USAWC (U.S. Army War College) into the Future: Survey of General Officers. (As part of their response to the General Officers Survey conducted between October 1995 and March 1996, the generals were asked "to envision the senior officer environment in the year 2010, and the skills/knowledge senior officers will need to function in the future strategic environment.") Carlisle Barracks: U.S. Army War College, Directorate of Academic Affairs, March 1997. 1 vol. (U413 .N633 1997)
- Nolan, Timothy M., Leonard D. Goodstein, and J. William Pfeiffer. Plan or Die!: 10 Keys to Organizational Success. San Diego: Pfeiffer, 1993. 178pp. (HD31 .N565 1993)

- Nonaka, Ikujiro, and Hirotaka Takeuchi. The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation. New York: Oxford University Press, 1995. 284pp. (HD30.3 .N66 1995)
- O'Reilly, Patrick J. Cultivating Change: Planting the Seeds for an Affordable Defense. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1998. 43pp. (AD-A344-314)
- O'Toole, James. Leadership A to Z: A Guide for the Appropriately Ambitious. San Francisco: Jossey-Bass, 1999. 336pp. (HD57.7 .O865 1999)
"Vision," pp. 300-304.
- Owen, Harrison. The Spirit of Leadership: Liberating the Leader in Each of Us. San Francisco: Berrett-Koehler, 1999. 156pp. (HD57.7 .O94 1999)
"The First Function of Leadership: Evoking Spirit with Vision," pp. 61-69.
- Parnes, Sidney J., ed. Source Book for Creative Problem-Solving: A Fifty Year Digest of Proven Innovation Processes. Buffalo: Creative Education Foundation Press, 1992. 494pp. (HD30.29 .S58 1992)
- Pasmore, William A. Creating Strategic Change: Designing the Flexible, High-Performing Organization. New York: Wiley, 1994. 284pp. (HD58.8 .P36 1994)
- Paul, Richard. Critical Thinking: How to Prepare Students for a Rapidly Changing World. Santa Rosa, CA: Foundation for Critical Thinking, 1995. 572pp. (BF441 .P381 1995)
- Paul, Richard. Critical Thinking: What Every Person Needs to Survive in a Rapidly Changing World. 3rd ed. Santa Rosa, CA: Foundation for Critical Thinking, 1993. 505pp. (BF441 .P38 1993)
- Pellegrini, Robert P. The Links between Science, Philosophy, and Military Theory: Understanding the Past, Implications for the Future. Thesis (M.M.A.S.), School of Advanced Airpower Studies. Maxwell Air Force Base: Air University Press, 1997. 60pp. (UG635.3 .U51 TH P24)
- Perkins, David N. Archimedes' Bathtub: The Art and Logic of Breakthrough Thinking. New York: Norton, 2000. 292pp. (BF441 .P47 2000)
- Prather, Charles W., and Lisa K. Gundry. Blueprints for Innovation: How Creative Processes Can Make You and Your Organization More Competitive. New York: American Management Association, 1995. 93pp. (HD53 .P73 1995)
- Quigley, Joseph V. Vision: How Leaders Can Develop It, Share It, and Sustain It. New York: McGraw-Hill, 1993. 214pp. (HD57.7 .Q55 1993)
- Rigsby, Mike. The Learning Organization: Concept and Application. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1997. 37pp. (AD-A326-355)

- Roman, Charlette I. Hierarchical Organizations and Information Age Technologies: A Strategic Mismatch. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1999. 39pp. (AD-A363-691)
- Root-Bernstein, Robert S., and Michele Root-Bernstein. Sparks of Genius: The Thirteen Thinking Tools of the World's Most Creative People. Boston: Houghton Mifflin, 1999. 401pp. (BF408 .R66 1999)
- Rosen, Robert H. Leading People: Transforming Business from the Inside Out. New York: Viking, 1996. 386pp. (HD57.7 .R66 1996)
"Vision," pp. 29-73.
- Rosenbach, William E., and Robert L. Taylor., eds. Contemporary Issues in Leadership. 4th ed. Boulder: Westview Press, 1998. 249pp. (HM141 .C69 1998)
"A New Vision of Leadership," by Marshall Sashkin and William E. Rosenbach, pp. 61-83.
"A View about 'Vision'," by Neal Thornberry, pp. 208-220.
- Rowe, Alan J. and others. Strategic Management: A Methodological Approach. Reading, MA: Addison-Wesley, 1994. 1040pp. (HD30.28 .R677 1993)
"The Concept of Strategic Vision," pp. 74-82.
- Ruggiero, Vincent R. The Art of Thinking: A Guide to Critical and Creative Thought. 4th ed. New York: HarperCollins, 1995. 262pp. (BF441 .R84 1995)
- Ruggiero, Vincent R. Beyond Feelings: A Guide to Critical Thinking. 4th ed. Mountain View, CA: Mayfield, 1995. 233pp. (BF441 .R85 1995)
- Schein, Edgar H. The Corporate Culture Survival Guide: Sense and Nonsense about Culture Change. San Francisco: Jossey-Bass, 1999. 199pp. (HD58.7 .S32 1999)
"Transformative Change: Unlearning and Relearning Culture," pp. 115-139.
"Corporate Culture Dynamics in the Mature Company," pp. 141-172.
- Schiro, James J., ed. Memos to the President: Management Advice from the Nation's Top CEOs. New York: Wiley, 2000. 237pp. (HD57.7 .M46 2000)
"Creating Vision," pp. 3-43.
"Managing Change," pp. 47-99.
"Leading People," pp. 103-167.
- Schwartz, Peter. The Art of the Long View: Paths to Strategic Insight for Yourself and Your Company. New York: Currency Doubleday, 1996. 272pp. (HD30.28 .S316 1996)
- Schwitters, James H. Cultural Hindrances to the Development of Strategic Leadership. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1996. 29pp. (AD-A308-619)

- Senge, Peter M., and others. The Dance of Change: The Challenges of Sustaining Momentum in Learning Organizations. New York: Currency/Doubleday, 1999. 596pp. (HD58.82 .D36 1999)
- Senge, Peter M., and others. The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization. New York: Currency Doubleday, 1994. 593pp. (HD58.9 .F54 1994)
 "Shared Vision," pp. 297-347.
- Sentell, Gerald D. Creating Change-Capable Cultures. Alcoa, TN: Pressmark International, 1998. 319pp. (HD58.8 .S25 1998)
- Shapiro, Eileen C. Fad Surfing in the Boardroom: Reclaiming the Courage to Manage in the Age of Instant Answers. Reading, MA: Addison-Wesley, 1995. 253pp. (HD31 .S439 1995)
 "That 'Vision Thing': Picturing the Future When Your Crystal Ball Isn't 20/20," pp. 3-14.
- Shenkman, Michael H. The Strategic Heart: Using the New Science to Lead Growing Organizations. Westport: Praeger, 1996. 181pp. (HD58.9 .S49 1996)
- Sherman, Howard J., and Ron Schultz. Open Boundaries: Creating Business Innovation through Complexity. Reading, MA: Perseus Books, 1998. 232pp. (HD58.82 .S54 1998)
- Smith, Douglas K. Taking Charge of Change: 10 Principles for Managing People and Performance. Reading, MA: Addison-Wesley, 1996. 314pp. (HD58.8 .S637 1996)
- Smith, Matthew L. J.F.C. Fuller: His Methods, Insights, and Vision. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1999. 24pp. (AD-A363-919)
- Snyder, Neil H., James J. Dowd, Jr., and Dianne Houghton. Vision, Values and Courage: Leadership for Quality Management. New York: Free Press, 1993. 270pp. (HD57.7 .S69 1993)
- Stacey, Ralph D. Managing the Unknowable: Strategic Boundaries between Order and Chaos in Organizations. San Francisco: Jossey-Bass, 1992. 219pp. (HD58.9 .S73 1992)
 "Creativity and Continuous Chaos: Discovering the Undiscovered in Complex Organizations," pp. 80-99.
 "Strategic Agendas: Deciphering the Patterns in Goals and Actions," pp. 122-147.
- Sternberg, Robert J., and Todd I. Lubart. Defying the Crowd: Cultivating Creativity in a Culture of Conformity. New York: Free Press, 1995. 326pp. (BF408 .S76 1995)
- Stone, Florence M., and Randi T. Sachs. The High-Value Manager: Developing the Core Competencies Your Organization Demands. New York: Amacom, 1995. 218pp. (HD38.2 .S76 1995)
 "Making the Corporate Vision and Values a Reality," pp. 60-67.

- Sullivan, Gordon R., and Michael V. Harper. Hope Is Not a Method: What Business Leaders Can Learn from America's Army. New York: Times Business, 1996. 294pp. (UA25 .S93 1996)
- Taylor, Charles W. Creating Strategic Visions. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, October 1990. 21pp. (U413 .A66T32 1990)
- Taylor, Robert L, and William E. Rosenbach, eds. Military Leadership: In Pursuit of Excellence. 4th ed. Boulder: Westview Press, 2000. 257pp. (UB210 .M553 2000)
 "A New Vision of Leadership," by Marshall Sashkin, and William E. Rosenbach, pp. 50-72.
- Thomas, Camaron J. Managers, Part of the Problem?: Changing How the Public Sector Works. Westport: Quorum, 1999. 171pp. (JF1525 .O73T56 1999)
- Thomas, R. Roosevelt, Jr. Redefining Diversity. (The author considers diversity as it relates to strategic planning, corporate culture, organizational change, and personnel management.) New York, Amacom, 1996. 253pp. (HF5549.5 .M5T461 1996)
- Thompson, Arthur A., Jr., and A.J. Strickland, III. Strategic Management: Concepts and Cases. 8th ed. Chicago: Irwin, 1995. 1024pp. (HD30.28 .T53 1995.)
 "The Three Strategy-Making Tasks: Developing a Strategic Vision, Setting Objectives, and Crafting a Strategy," pp. 22-58.
- Thompson, Charles. What a Great Idea!: The Key Steps Creative People Take. New York: HarperPerennial, 1992. 232pp. (BF408 .T46 1992)
- U.S. General Accounting Office. Organizational Culture: Techniques Companies Use to Perpetuate or Change Beliefs and Values: Report to the Chairman, Committee on Governmental Affairs, U.S. Senate. Washington: February 1992. 24pp. (HD58.7 .U53 1992)
- Van der Heijden, Kees. Scenarios: The Art of Strategic Conversation. New York: Wiley, 1996. 305pp. (HD30.3 .V15 1996)
- Vance, Mike, and Diane Deacon. Break Out of the Box. (Techniques that lead to breakthrough thinking.) Franklin Lakes, NJ: Career Press, 1996. 223pp. (HD57.7 .V36 1996)
- Von Oech, Roger. A Kick in the Seat of the Pants: Using Your Explorer, Artist, Judge, & Warrior to Be More Creative. New York: Perennial Library, 1986. 153pp. (BF408 .V579 1986)
- Von Oech, Roger. A Whack on the Side of the Head: How You Can Be More Creative. 3rd ed. New York: Warner Books, 1998. 232pp. (BF408 .V58 1998)
- Vosler, James. A Guidebook for Developing Strategic Plans. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 2000. 42pp. (AD-A378-223)
- Waitley, Denis. Empires of the Mind: Lessons to Lead and Succeed in a Knowledge-Based World. New York: Quill, 1995. 266pp. (HD57.7 .W335 1995)

"Self-Leadership and Vision: Your Virtual Reality," pp. 97-114.

Watson, Gregory H. Strategic Benchmarking: How to Rate Your Company's Performance against the World's Best. New York: Wiley, 1993. 269pp. (HD58.9 .W37 1993)

"Linking Strategic Planning with Benchmarking," pp. 25-38.

Wren, J. Thomas, ed. The Leader's Companion: Insights on Leadership through the Ages. New York: Free Press, 1995. 554pp. (HM141 .L375 1995)

"What It Means to Think Critically," by Stephen D. Brookfield, pp. 379-388.

"Visioning Leadership," by Marshall Sashkin, pp. 402-407.

"Redefining Leadership for the Next Century," by Lynn J. McFarland, Larry E. Senn, and John R. Childress, pp. 456-463.

VISION, CRITICAL THINKING, CREATIVITY STRATEGIC PLANNING, LEADING CHANGE

PERIODICAL ARTICLES

Amabile, Teresa M. "How to Kill Creativity." Harvard Business Review 76 (September-October 1998): 76-87.

Barry, Bryan W. "A Beginner's Guide to Strategic Planning." Futurist 32 (April 1998): 33-36.

Bell, Michael. "Idealistic Strategic Planning." Military Review 80 (January-February 2000): 75-77.

Costello, Bill. "Make Money by Thinking the Unthinkable." (Techniques for stimulating creative thinking) Futurist 33 (May 1999): 30-34.

Dess, Gregory, and Joseph C. Picken. "Changing Roles: Leadership in the 21st Century." (Briefly covers a variety of topics such as strategic vision, challenging the status quo and enabling creativity.) Organizational Dynamics 28 (Winter 2000): 18-33.

DeYoung, Don. "Strategic Vision Can Be Powerful." Proceedings - U.S. Naval Institute 126 (November 2000): 53-55.

Gryskiewicz, Stanley S., and Robert Epstein. "Cashing in on Creativity at Work." Psychology Today 33 (September-October 2000): 62-65. Database online. Available from UMI ProQuest.

Hargadon, Andrew, and Robert I. Sutton. "Building an Innovation Factory." Harvard Business Review 78 (May-June 2000): 157-166.

- Hiam, Alexander. "9 Obstacles to Creativity -- and How You Can Remove Them." Futurist 32 (October 1998): 30-34.
- Kelman, Steven. "Sowing Seeds of Change." (Article focuses on culture change) Government Executive 32 (October 2000): 97-99.
- Kramlinger, Tom. "How to Deliver a Change Message." Training & Development 52 (April 1998): 44-47.
- Kunstler, Barton. "Building a Creative Hothouse: Strategies of History's Most Creative Groups." Futurist 35 (January-February 2001): 22-29.
- Latham, John R. "Visioning: The Concept, Trilogy, and Process." Quality Progress 28 (April 1995): 65-68.
- LeBoeuf, Maureen K. "Developing a Leadership Philosophy." (The author discusses vision, values, care for soldiers and families, leader development, managing change, diversity, and a sense of humor.) Military Review 79 (May-June 1999): 28-34.
- Lipton, Mark. "Demystifying the Development of an Organizational Vision." Sloan Management Review 37 (Summer 1996): 83-92.
- McAlister, James M. "Vision Precedes Success." Military Review 78 (January-February 1998): 24-29.
- Michalko, Michael. "Four Steps toward Creative Thinking." Futurist 34 (May-June 2000): 18-21.
- Michalko, Michael. "Thinking Like a Genius: Eight Strategies Used by the Supercreative, from Aristotle and Leonardo to Einstein and Edison." Futurist 32 (May 1998): 21-25.
- Nanus, Burt. "Leading the Vision Team." Futurist 30 (May-June 1996): 20-23.
- Nanus, Burt. "Visionary Leadership: How to Re-vision the Future." Futurist 26 (September-October 1992): 20-25.
- Snow, Howard E., III. "Let's Refine Our Critical Thinking Skills." Marine Corps Gazette 83 (September 1999): 39.
- Snyder, Neil H., and Michelle Graves. "Leadership and Vision." Business Horizons 37 (January-February 1994): 1-7.
- Tooke, Lamar, and Ralph Allen. "Strategic Intuition and the Art of War." Military Review 75 (March-April 1995): 10-18.
- Weiss, Ruth P. "How to Foster Creativity at Work." Training & Development 55 (February 2001): 61-65.

FUTURES STUDIES, FORECASTING, THE FUTURE WORLD SCENE

BOOKS AND DOCUMENTS

- Anderla, Georges, Anthony Dunning, and Simon Forge. Chaotics: An Agenda for Business and Society in the 21st Century. Westport: Praeger, 1997. 224pp. (HD30.27 .A53 1997)
- Bell, Wendell. Foundations of Futures Studies: Human Science for a New Era. 2 vols. New Brunswick, NJ: Transaction, 1996-1997. 2 vols. (CB158 .B45 1997)
Vol. 1: History, Purposes, and Knowledge.
Vol. 2: Values, Objectivity, and the Good Society.
- Binnendijk, Hans, and others, eds. Strategic Assessment 1999: Priorities for a Turbulent World. Washington: National Defense University Press, 1999. 314pp. (UA23 .S82 1999)
- Borawski, John, and others. Russia's Future as a World Power. Manuscripts prepared for the U.S. Army War College 8th Annual Strategy Conference, April 1997. Carlisle Barracks: U.S. Army War College, 1997. 10 vols. (U413 .S7 1997)
- Brown, Lester R., and others. Vital Signs, 2000: Environmental Trends That Are Shaping Our Future. 9th ed. New York: Norton, 2000. 192pp. (TD193.2 .V58 2000)
- Burstein, Daniel, and Arne J. De Keijzer. Big Dragon: China's Future: What It Means for Business, the Economy, and the Global Order. New York: Simon & Schuster, 1998. 404pp. (HC427.92 .B84 1998)
- Carlucci, Frank C., Robert E. Hunter, and Zalmay Khalilzad. Taking Charge: A Bipartisan Report to the President-elect on Foreign Policy and National Security / Transition 2001. Santa Monica: Rand, 2001. 2 vols. (JZ1480 .T34 2001)
- Cetron, Marvin J., and Owen L. Davies. Probable Tomorrows: How Science and Technology Will Transform Our Lives in the Next Twenty Years. New York: St. Martin's Press, 1997. 298pp. (Q127 .U6C28 1997)
- Claggett, Hilary D., ed. The 21st Century. Reference Shelf, vol. 71, no. 5. New York: Wilson, 1999. 185pp. (CB161 .A115 1999)
- Coates, Joseph F., John B Mahaffie, and Andy Hines. 2025: Scenarios of U.S. and Global Society Reshaped by Science and Technology. Greensboro, NC: Oakhill Press, 1997. 516pp. (T14.5 .C62 1997)
- Cronin, Patrick M. 2015, Power and Progress. (Explores future world politics, environmental problems, coalitions, technology and warfare.) Washington: National Defense University Press, 1996. 157pp. (U411 .I6P69 1996)

- Daleiden, Joseph L. The American Dream: Can It Survive the 21st Century? Amherst, NY: Prometheus Books, 1999. 738pp. (HN60 .D33 1999)
- Dick, C.J. Conflict in a Changing World. Camberley, Surrey, England: Royal Military Academy Sandhurst, August 2000. 12pp. (U520 .R1 2000 D31)
- Didsbury, Howard F., ed. Futurevision: Ideas, Insights, and Strategies. Bethesda, MD: World Future Society, 1996. 366pp. (CB161 .F88 1996)
- Fahey, Liam, and Robert M. Randall, eds. Learning from the Future: Competitive Foresight Scenarios. New York: Wiley, 1998. 446pp. (HD30.28 .L399 1998)
- Griffiths, Sian, ed. Predictions. (Twenty-First century forecasts) New York: Oxford University Press, 1999. 328pp. (CB161 .P62 1999)
- Halal, William E., and Kenneth B. Taylor, eds. Twenty-First Century Economics: Perspectives of Socioeconomics for a Changing World. New York: St. Martin's Press, 1999. 414pp. (HB3730 .T93 1999)
- Hammond, Allen L. Which World?: Scenarios for the 21st Century. Washington: Island Press, 1998. 306pp. (HB3730 .H36 1998)
- Hesselbein, Frances, and others. The Community of the Future. San Francisco: Jossey-Bass, 1998. 285pp. (HM761 .C66 1998)
- Hughes, Barry. International Futures: Choices in the Creation of a New World Order. 3rd ed. Boulder: Westview Press, 1999. 240pp. (H61.4 .H828 1999)
- Hughes, James W., and Joseph J. Seneca, eds. America's Demographic Tapestry: Baseline for the New Millennium. New Brunswick, NJ: Rutgers University Press, 1999. 228pp. (HB3505 .A683 1999)
- Huntington, Samuel P. The Clash of Civilizations and the Remaking of World Order. New York: Simon & Schuster, 1996. 367pp. (D860 .H86 1996)
- Judy, Richard W., and others. Workforce 2020: Work and Workers in the 21st Century. Indianapolis: Hudson Institute, 1997. 158pp. (HD8072.5 .J83 1997)
- Kahn, Herman. On Studying the Future. Summarized and edited by Ernest E. Schneider. Croton-on-Hudson, NY: Hudson Institute, 1975. 38pp. (H86 .H8 HI-2101/5-P)
- Kaku, Michio. Visions: How Science Will Revolutionize the 21st Century. New York: Anchor Books, 1997. 403pp. (Q175 .K157 1997)
- Knoke, William. Bold New World: The Essential Road Map to the Twenty-First Century. (Twenty-first century forecasts) New York: Kodansha International, 1996. 353pp. (CB161 .K63 1996)

- Markley, O.W. 21st Century Earth: Opposing Viewpoints. San Diego: Greenhaven Press, 1996. 288pp. (HB849.4 .A17 1996)
- Mazarr, Michael J. Global Trends 2005: An Owner's Manual for the Next Decade. New York: St. Martin's Press, 1999. 330pp. (CB161 .M39 1999)
- Micklethwait, John, and Adrian Wooldridge. A Future Perfect: The Challenge and Hidden Promise of Globalization. New York: Crown, 2000. 386pp. (JZ1318 .M53 2000)
- Mitstifer, Dorothy I., and Julia R. Miller. Strategic Leadership of the Professions: Agenda for Change. East Lansing: Kappa Omicron Nu, 1999. 46pp. (LB2322.2 .M47 1999)
"Workplace and Societal Needs," pp. 30-41. (Includes trends and forecasts)
- Nichiporuk, Brian. The Security Dynamics of Demographic Factors. Report MR-1088-WFHF/RF/DLPF/A. Santa Monica: Rand, 2000. 52pp. (HB3505 .N53 2000)
- Ogilvy, James A., Peter Schwartz, and Joe Flower. China's Futures: Scenarios for the World's Fastest Growing Economy, Ecology, and Society. San Francisco: Jossey-Bass, 2000. 159pp. (HC427.92 .O34 2000)
- Organisation for Economic Co-operation and Development. Energy: The Next Fifty Years. Paris: 1999. 159pp. (HD9502 .A2E56 1999)
- Paul, T.V., and John A. Hall, eds. International Order and the Future of World Politics. Cambridge, England: Cambridge University Press, 1999. 421pp. (JZ5556 .I57 1999)
- Pearson, Ian, ed. The Macmillan Atlas of the Future. (Maps showing the future of the earth, people, resources, communications, and globalization) New York: Macmillan, 1998. 128pp. (G1021 .M15 1998)
- Petersen, John L. Out of the Blue: Wild Cards and Other Big Future Surprises, How to Anticipate and Respond to Profound Change. Arlington, VA: Arlington Institute, 1997. 189pp. (HN17.5 .P48 1997)
- Rescher, Nicholas. Predicting the Future: An Introduction to the Theory of Forecasting. Albany: State University of New York Press, 1998. 315pp. (CB158 .R47 1998)
- Sardar, Ziauddin, ed. Rescuing All Our Futures: The Future of Futures Studies. Westport: Praeger, 1999. 258pp. (CB158 .R473 1999)
- Schwartz, Peter, Peter Leyden, and Joel Hyatt. The Long Boom: A Vision for the Coming Age of Prosperity. Reading, MA: Perseus Books, 1999. 336pp. (HB3730 .S37 1999)
- Strauss, William, and Neil Howe. The Fourth Turning: An American Prophecy. New York: Broadway Books, 1997. 382pp. (E839 .S84 1997)
- Szayna, Thomas S., ed. Identifying Potential Ethnic Conflict: Application of a Process Model. Report MR-1188-A. Santa Monica: Rand, 2000. 329pp. (GN496 .I34 2000)

- U.S. Commission on National Security/21st Century. New World Coming: American Security in the 21st Century. The Phase I report on the emerging global security environment for the first quarter of the 21st century. Arlington, VA: 1999. 150pp. (Ref UA10.5 .N48 1999-2001 v.1)
- U.S. Defense Intelligence Agency. Global Threat Assessment: Looking to the Year 2016. Washington: 1997. 16pp. (UA10.5 .G56 1997)
- U.S. National Intelligence Council. Global Trends 2015: A Dialogue about the Future with Non-government Experts. Langley, VA: 2000. 85pp. (CB161 .G56 2000)
- Vannoy, Dana, and Paula Dubeck, eds. Challenges for Work and Family in the Twenty-First Century. New York: Aldine de Gruyter, 1998. 234pp. (HD4904.25 .C447 1998)
- Weldon, Lynn L. The Future: Important Choices. Niwot: University Press of Colorado, 1995. 170pp. (CB161 .W45 1995)
- Wheatley, Margaret J. Leadership and the New Science: Discovering Order in a Chaotic World. 2d ed. San Francisco: Berrett-Koehler, 1999. 197pp. (Q158.5 .W43 1999)
- Yamaguchi, Kaoru, ed. Sustainable Global Communities in the Information Age: Visions from Futures Studies. Westport: Praeger, 1997. 218pp. (HC79 .E5S87 1997)

FUTURES STUDIES, FORECASTING AND THE FUTURE WORLD SCENE

PERIODICAL ARTICLES

- Bell, Wendell. "The Purposes of Futures Studies." Futurist 31 (November-December 1997): 42-45.
- Bishop, Peter. "Thinking Like a Futurist: 15 Questions to Stretch Your Mind." Futurist 32 (June-July 1998): 39-42.
- Bull, Stanley R., and Lynn L. Billman. "Renewable Energy: Ready to Meet Its Promise?" Washington Quarterly 23 (Winter 2000): 229-244.
- Cetron, M.J., and O. Davies. "Trends Now Changing the World: Economics and Society, Values and Concerns, Energy and Environment." Futurist 35 (January-February 2001): 30-43.
- Clemens, Walter C. "Alternative Futures AD2000-2025." OECD Observer, no. 221-222 (Summer 2000): 106-109.
- Conway, Gordon. "Food for All in the 21st Century." Environment 42 (January-February 2000): 8-18.

- Cornish, Edward, and others. "Special Report: The Opportunity Century." (This report focuses on future aspects of demography, economics, environment, government, society and technology.) Futurist 34 (January-February 2000): 1-7, 10-15.
- Drucker, Peter F. "Beyond the Information Revolution." (The author discusses electronic commerce and the knowledge worker.) Atlantic Monthly 284 (October 1999): 47-57.
- Gaddis, John L. "Living in Candlestick Park." (International relations in the future) Atlantic Monthly 283 (April 1999): 65-74.
- Gallopini, Gilberto, and Paul Raskin. "Windows on the Future: Global Scenarios & Sustainability." Environment 40 (April 1998): 6-11, 26-31.
- Hammond, Allen L. "Digitally Empowered Development." (in poor countries) Foreign Affairs 80 (March-April 2001): 96-106.
- Kaplan, Lawrence F., and J.J. Rousseau. "A Bridge too Far." (The author discusses the complexities of international relations into the future.) National Interest 57 (Fall 1999): 135-139.
- Kates, Robert W. "Population and Consumption: What We Know, What We Need to Know." Environment 42 (April 2000): 10-19.
- Kitfield, James. "The Dangerous World of 2015: Welcome to the Future, as Seen by the CIA's National Intelligence Council." Air Force Magazine 84 (March 2001): 60-64.
- Kupchan, Charles A. "Life after Pax Americana." (The author discusses U.S. foreign policy and the management of multipolarity.) World Policy Journal 16 (Fall 1999): 20-27.
- McGann, James G. "How Think Tanks Are Coping with the Future." Futurist 34 (November-December 2000) 16-23.
- Minerd, Jeff. "Future Focus: Changes, Challenges, and Choices." (The author presents an overview of the topics discussed at the World Future's Society Annual Conference in July 2000.) Futurist 34 (November-December 2000): 50-54.
- Molitor, Graham. "Millennial, Perspectives for the Year 3000: Contending with Forecasting Obstacles." Vital Speeches of the Day 64 (1 April 1998): 359-362.
- Murray, Williamson. "The Emerging Strategic Environment: An Historian's Thoughts." Strategic Review 27 (Winter 1999): 31-39.
- Peterson, Peter G. "Gray Dawn: The Global Aging Crisis." Foreign Affairs 78 (January-February 1999): 42-55.
- "A Survey of Geopolitics: The Road to 2050." Economist 352 (31 July 1999): 16 page report following page 46.
- Wenben-Smith, Hugh. "Urban Futures." World Today 56 (March 2000): 25-27.

THE U.S. MILITARY AND THE FUTURE

BOOKS AND DOCUMENTS

Air Education and Training Command. Air University (U.S.). 2025 Support Office. Alternate Futures for 2025: Security Planning to Avoid Surprise, by Joseph A. Engelbrecht and others. Maxwell Air Force Base: Air University Press, September 1996. 236pp. (UG633 .T92 1996)
Also available from <<http://www.au.af.mil/au/2025/monographs/A-F/a-f.htm>> .
Internet. Accessed 23 March 2001.

Air Education and Training Command. Air University (U.S.). 2025 Support Office. Executive Summary 2025, by Jay W. Kelley. Maxwell Air Force Base: Air University Press, August 1996. 81pp. (UG633 .T91 1996)
Also available from <<http://www.au.af.mil/au/2025/monographs/E-S/e-s.htm>> .
Internet. Accessed 23 March 2001.

Air Education and Training Command. Air University (U.S.). 2025 Support Office. An Operational Analysis for 2025: An Application of Value-Focused Thinking to Future Air and Space Capabilities, by Jack A Jackson and others. Maxwell Air Force Base, Air University Press, October 1996. 79pp. (UG633 .T93 1996)
Also available from <<http://www.au.af.mil/au/2025/monographs/O-A/o-a-l.htm>> . Accessed 23 March 2001.

Air Education and Training Command. Air University (U.S.). 2025 Support Office. White Papers 2025. ("2025 is a study designed to comply with a directive from the chief of staff of the Air Force to examine the concepts, capabilities, and technologies the United States will require to remain the dominant air and space force in the future.") Maxwell Air Force Base: Air University Press, 1996. 5 vols. (UG633 .T94 1996)
Also available from <<http://www.au.af.mil/au/2025/report.htm>> . Internet. Accessed 23 March 2001.

Alexander, David. Tomorrow's Soldier: The Warriors, Weapons, and Tactics That Will Win America's Wars in the Twenty-First Century. New York: Avon Books, 1999. 246pp. (UF503 .A44 1999)

Alexander, John B. Future War: Non-Lethal Weapons in Twenty-First-Century Warfare. New York: St. Martin's Press, 1999. 254pp. (U795 .A44 1999)

Allard, J.C. The Falklands Islands War: An Image of War in the 21st Century. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 1997. 39pp. (AD-A326-561)

Arquilla, John, and David F. Ronfeldt. Swarming & the Future of Conflict. Report DB-311-OSD. (Swarming "is a deliberately structured, coordinated, strategic way to strike from all directions, by means of a sustainable pulsing of force and/or fire, close-in as well as from stand-off positions.") Santa Monica: Rand, 2000. 98pp. (U163 .A775 2000)

- Arquilla, John, and David F. Ronfeldt, eds. In Athena's Camp: Preparing for Conflict in the Information Age. Report MR-880-OSD. Santa Monica: Rand, 1997. 501pp. (U21.2 .A74 1997)
- Austin, Lloyd J. The Future of the Army in Domestic Operations: A Strategy for the 21st Century. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 1997. 43pp. (AD-A326-857)
- Bishop, Roy V. Information Operations: A Layman's Perspective. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1997. 30pp. (AD-A327-427)
- Bondi, James J. Strategic Wargaming: JLASS (Joint Land Aerospace, and Sea Simulation) into the 21st Century. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1997. 32pp. (AD-A326-400)
- Breslin, Charles B. Organizational Culture and the Military. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 2000. 37pp. (AD-A378-263)
- Brooks, Leo A. Arrows in the Quiver: Dominant Landpower for Global Engagement in the 21st Century. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 1999. 44pp. (AD-A363-471)
- Brown, Michael T. Terrorist Use of Weapons of Mass Destruction within the United States: Asymmetric Warfare Paradigm in the 21st Century. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 1997. 26pp. (AD-A326-609)
- Bunker, Robert J. Five-dimensional (Cyber) Warfighting: Can the Army After Next Be Defeated through Complex Concepts and Technologies? Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, March 1998. 42pp. (U413 .A66B83 1998)
- Carter, Ashton B, and William J. Perry. Preventive Defense: A New Security Strategy for America. Washington: Brookings Institution Press, 1999. 243pp. (UA23 .C16 1999)
- Center for Strategic and International Studies, and VII, Inc. Clashes of Visions: Sizing and Shaping Our Forces in a Fiscally Constrained Environment. Washington: 1997. 87pp. (U153 .C53 1997)
- Cook, Patricia J. Applying Sun Tzu's Ancient 'Art of War' to the Future. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1999. 32pp. (AD-A363-888)
- Crane, Conrad C. Alternative National Military Strategies for the United States. Summarizes presentations given at a conference convened by the U.S. Army War College and the Georgetown University Center for Peace and Security Studies. Carlisle Barracks: U.S. Army War College, December 2000. 22pp. (U413 .A66C61 2000)
- Crowder, William, and others, comps. Technology and Power Projection for the Army After Next: Applying Technology to Achieve the Vision of the Army After Next. Papers resulting from a Power Projection Seminar hosted by the U.S. Army Training and Doctrine Command.

- at Fort Eustis, VA, May 1997. N.p.: Association of the United States Army, 1997. 1 vol. (UA23 .A95L151 1997)
- Davis, Addison D., IV. Emerging Non-Traditional Security Issues for the New Millennium. Stanford, CA: Stanford University, Hoover Institution, 1999. 33pp. (UA10.5 .D19 1999)
- Davis, Jacquelyn K., and Michael J. Sweeney. Strategic Paradigms 2025: U.S. Security Planning for a New Era. Dulles, VA: Brassey's 1999. 353pp. (JZ1480 .D38 1999)
- Delmas, Philippe. The Rosy Future of War. New York: Free Press, 1997. 236pp. (JC330.2 .D24 1997)
- Dewar, James, Jeffrey Isaacson, and Maren Leed. Assumption-Based Planning and Force XXI. Documented Briefing DB-172-A. Santa Monica: Rand, 1997. 99pp. (UA25 .D49 1997)
- Donnelly, Thomas. Rebuilding America's Defenses: Strategy, Forces and Resources for a New Century. Washington: Project for a New American Century, September 2000. 76pp. (UA23 .D66 2000)
- Doody, Mark T. Leveraging Technology and Tank Design Requirements for 2020 Security Landscape. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 2000. 22pp. (AD-A378-016)
- Dorsey, Rick A. Joint Vision 2010 Operational Concepts and Issues in Military Operations Other Than War (MOOTW). Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 2000. 19pp. (AD-A378-206)
- Dunlap, Charles J. Melancholy Reunion: A Report from the Future on the Collapse of Civil-Military Relations in the United States. INSS Occasional Paper No. 11. Colorado Springs: U.S. Air Force Academy, USAF Institute for National Security Studies, October 1996. 44pp. (UG638.5 .F7O3 no.11)
- Dunn, Brian J. The First Gulf War and the Army's Future. Land Warfare Paper No. 27. Arlington, VA: Association of the United States Army, Institute of Land Warfare, October 1997. 24pp. (UA23 .A95L16 no.27)
- Ebert, Donald E. The Evolution of Revolution: Application of Information Technology in Military Logistics. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 1997. 29pp. (AD-A326-678)
- Ehrlich, Stuart M. A Time for Change: New Air Force Doctrine for the 21st Century. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1997. 39pp. (AD-A327-559)
- Faulkenberry, Barbara J. Global Reach--Global Power: Air Force Strategic Vision, Past and Future. Thesis (M.M.A.S.), School of Advanced Aerospace Studies. Maxwell Air Force Base: Air University Press, February 1996. 48pp. (UG635.3 .U51 TH F18)

- Floca, Mihai. Elite Forces: The Army of the Future. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1997. 30pp. (AD-A327-377)
- Friedman, George, and Meredith Friedman. The Future of War: Power, Technology, and American World Dominance in the 21st Century. New York: Crown, 1996. 464pp. (UF500 .F74 1996)
- Furlong, Ronald L. Future Coalitions: Learning from the Past, Looking to the Future and Listening to Our Allies. Newport: U.S. Naval War College, Department of Operations. May 1998. 20pp. (V420 .F86 1998)
- Gagliano, Donald A. The Soldier-Cyborg Transformation: A Framework for Analysis of Social and Ethical Issues of Future Warfare. Strategy Research Report. Carlisle Barracks: U.S. Army War College, May 1998. 43pp. (AD-A346-285)
- Gardner, John D., Stanley A. McChrystal, and Timothy P. McHale. Bridging the Competence Gap: Developing Tactical Leaders for the Army of 2015. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 1997. 62pp. (AD-A328-200)
- Gibish, Jane E., comp. International Security and Warfare in the 21st Century: A Selected Bibliography. Carlisle Barracks: U.S. Army War College Library, June 2000. 32pp. (U413 .Z92I57 2000)
- Gleeson, Dennis J., and D. Robert Worley. Future Conflict: A Survey of Future Literature. Alexandria, VA: Institute for Defense Analyses, 1999. 1 vol. (UA23 .In8 D-2268)
- Gonder, Richard. A Strategic Analysis of Commercial Satellite Communications Enterprises and Their Role for the Warfighter of the Future. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1998. 44pp. (AD-A342-255)
- Gray, Chris H. Postmodern War: The New Politics of Conflict. New York: Guilford Press, 1997. 314pp. (D860 .G75 1997)
- Greenwald, Byron E. The Anatomy of Change: Why Armies Succeed or Fail at Transformation. Land Warfare Paper No. 35. Arlington, VA: Association of the United States Army, Institute of Land Warfare, 2000. 25pp. (UA23 .A95L16 no.35)
- Halblieb, Richard C., and Mark M. Earley. Transition to the Vertical Dimension: Advanced Airfighting Vehicles - The Army's Future Fighting Force. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1998. 64pp. (AD-A350-878)
- Hall, Wayne M. The Janus Paradox: The Army's Preparation for Conflicts of the 21st Century. Arlington, VA: Association of the United States Army, Institute of Land Warfare, October 2000. 26pp. (UA23 .A95L16 no. 36)
- Harrel, John S. A United Army for the 21st Century. (Focuses on the importance of the National Guard.) Strategy Research Project. Carlisle Barracks: U.S. Army War College, May 1997. 47pp. (AD-A328-311)

- Horne, Jeffrey C. Information Superiority as an American Center of Gravity: Concepts for Change in the 21st Century. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 2000. 27pp. (AD-A377-575)
- Huggins, William S. Third Wave or Third Strike: The Future of the Nation-State and the Utility of Armed Force. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1998. 28pp. (AD-A344-421)
- Hundley, Richard O. Past Revolutions, Future Transformations: What Can the History of Revolutions in Military Affairs Tell Us about Transforming the U.S. Military? Report MR-1029-DARPA. Santa Monica: Rand, 1999. 99pp. (U153 .H86 1999)
- Institute for Foreign Policy Analysis, and the Fletcher School of Law and Diplomacy. Strategy, Force Structure, and Defense Planning for the Twenty-First Century: A Report on a Conference. Cambridge, MA: Institute for Foreign Policy Analysis, May 1997. 51pp. (U153 .S78 1997)
- Intersessional Conference [1999: Newport, Rhode Island]. U.S. Military Culture, Ethics and the Future of War: A Conference Co-sponsored by the Naval War College and Boston University, 15 November 1999. Newport: U.S. Naval War College, 1999. 1 vol. (V420 .I56 1999)
- Jablonsky, David, and others. U.S. National Security: Beyond the Cold War. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, July 1997. 114pp. (U413 .A66J27 1997)
"American National Security in the Early 21st Century," by Robert F. Ellsworth, pp. 91-112.
- Jezior, Barbara A. The Revolutionized Warfighter Circa 2025. Strategy Research Project. Carlisle Barracks: U.S. Army War College, May 1997. 32pp. (AD-A326-622)
- Johns, Sonja, and others. Knowledge Warrior for the 21st Century: Catalysts for Cultural Change. Strategy Research Project. Carlisle Barracks: U.S. Army War College, May 2000. 91 pp. (AD-A380-132)
- Johnsen, William T. Force Planning Considerations for Army XXI. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, February 1998. 45pp. (U413 .A66J629 1998)
- Johnsen, William T. The Future Roles of U.S. Military Power and Their Implications. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, April 1997. 75pp. (U413 .A66J628 1997)
- Johnson, Douglas V., II, ed. Future Leadership, Old Issues, New Methods. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, June 2000. 124pp. (U413 .A66F86 2000)
- Johnson-Freese, Joan, and Roger Handberg. Space, the Dormant Frontier: Changing the Paradigm for the 21st Century. Westport: Praeger, 1997. 277pp. (TL789.8 U5J65 1997)

- Judy, Daniel R. After Recognition Comes Implementation: The Challenges for the Information Age Revolution in Military Affairs. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1997. 41pp. (AD-A326-625)
- Kadesch, Kim R. The Army After Next: On a Collision Course with Strategic Reality. Strategic Research Report. Carlisle Barracks: U.S. Army War College: April 1998. 32pp. (AD-A345-636)
- Kasperik, Donald J. Telemedicine Technology: Will It Enhance Casualty Care on the 21st Century Battlefield? Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1997. 39pp. (AD-A326-784)
- Kennedy, Claudia J. The Age of Revolutions. Letort Paper No. 3. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, March 1998. 15pp. (U413 .A66L48 no.3)
- Kennedy, Kevin J., Bruce M. Lawlor, and Arne J. Nelson. Grand Strategy for Information Age National Security: Information Assurance for the 21st Century. Maxwell Air Force Base: Air University Press, August 1997. 86pp. (UG635.3 .K25 1997)
- Khalilzad, Zalmay, and Ian O. Lesser, eds. Sources of Conflict in the 21st Century: Regional Futures and U.S. Strategy. Santa Monica: Rand, 1998. 336pp. (UG633 .S68 1998)
- Kilgore, Joe E. The Future of Unconventional Warfare. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1998. 25pp. (AD-A364-050)
- Knapik, Daniel S. Army Reserve Vision 2010: A Soldier's Prophecy about an Army Reserve After Next. Strategy Research Project. Carlisle Barracks: U.S. Army War College, May 1998. 47pp. (AD-A345-837)
- Koburger, Charles W., Jr. Sea Power in the Twenty-First Century: Projecting a Naval Revolution. Westport: Praeger, 1997. 167pp. (VA50 .K73 1997)
- Kratsas, James J. International Military Education and Training: A Force Multiplier with Relevance for the 21st Century. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 1997. 26pp. (AD-A326-908)
- Kugler, Richard L. Changes Ahead: Future Directions for the U.S. Overseas Military Presence. Report MR-956-AF. Santa Monica: Rand, 1998. 174pp. (UA23 .K7893 1998)
- Lamb, Timothy J. Emerging Nonlethal Weapons Technology and Strategic Policy Implications for 21st Century Warfare. Strategy Research Project. Carlisle Barracks: U.S. Army War College, February 1998. 33pp. (AD-A345-532)
- Laqueur, Walter. The New Terrorism: Fanaticism and the Arms of Mass Destruction. New York: Oxford University Press, 1999. 312pp. (HV6431 .L361 1999)

- Larson, Eric V., and John E. Peters. Preparing the U.S. Army for Homeland Security: Concepts, Issues, and Options. Report MR-1251-A. Santa Monica: Rand, 2001. 310pp. (UA25 .L37 2001)
- Leonhard, Robert R. The Principles of War for the Information Age. Novato, CA: Presidio, 1998. 287pp. (U21.2 .L25 1998)
- Lovelace, Douglas C. Evolution in Military Affairs: Shaping the Future U.S. Armed Forces. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, June 1997. 80pp. (U413 .A661L58 1997)
- McFerren, Jacob M. "To Go, or Not to Go. That Is the Question": The Utility of Expeditionary Warfare in the Next Century. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1997. 22pp. (AD-A326-769)
- MacGregor, Douglas A. Breaking the Phalanx: A New Design for Landpower in the 21st Century. Westport: Praeger, 1997. 283pp. (UA25 .M13 1997)
- McGuiness, Matthew P. United States Army Special Forces: The 21st Century Urban Challenge. Strategy Research Project. Carlisle Barracks: U.S. Army War College, May 2000. 38pp. (AD-A380-140)
- McWethy, Robert W. The Army's 21st Century Aviation Brigade in a Light Division. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 2000. 26pp. (AD-A378-264)
- Mahon, Francis G. Army After Next, Airland Battle 2000: Futuristic Concepts or Jules Verne? Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1998. 60pp. (AD-A344-692)
- Manwaring, Max G., ed. Deterrence in the 21st Century. Portland: Frank Cass, 2001. 144pp. (U162.6 .D485 2001)
- Matthews, Lloyd J., ed. Challenging the United States Symmetrically and Asymmetrically: Can America Be Defeated? Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, July 1998. 343pp. (U413 .A66C42 1998)
- Matthews, Lloyd J., ed. The Future of the American Military Presence in Europe. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, May 2000. 148pp. (U413 .A66F87 2000)
- Matthews, Lloyd J., and Tinaz Pavri, eds. Population Diversity and the U.S. Army. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, June 1999. 137pp. (U413 .A66P66 1999)
- Metz, Steven. Armed Conflict in the 21st Century: The Information Revolution and Post-Modern Warfare. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, April 2000. 113pp. (U413 .A66M475 2000)

- Metz, Steven. Strategic Horizons: The Military Implications of Alternative Futures. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, March 1997. 58pp. (U413 .A66M473 1997)
- Metz, Steven, and Douglas V. Johnson, II. Asymmetry and U.S. Military Strategy: Definition, Background, and Strategic Concepts. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, January 2001. 25pp. (U413 .A66 SR M37)
- Moore, Scott W., Alvin J. Bedgood, and Jerry Miller. Beyond the Precipice - Amid Waves of Change: Strategic Scouts Explore the Future. N.p.: U.S. Special Operations Command, Future Concepts Working Group, September 2000. 147pp. (U21.2 .M667 2000)
- Motsek, Gary J. Logistic Support to the Army After Next Warfighters: A Time for Fundamental Change. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1997. 27pp. (AD-A326-772)
- Nesbitt, Joseph G. Divisional Combat Service Support Units in the Army XXI Environment. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1997. 29pp. (AD-A326-782)
- Nichiporuk, Brian. Forecasting the Effects of Army XXI Design upon Multinational Force Compatibility. Documented Briefing DB-279-A. Santa Monica: Rand, 2000. 46pp. (U260 .N32 2000)
- North Atlantic Treaty Organization. Research and Technology Organization. Studies, Analysis and Simulation Panel. Land Operations in the Year 2020 (LO2020). Neuilly-sur-Seine Cedex, France: North Atlantic Treaty Organization, Research and Technology Organization, March 1999. 250pp. (UA646.3 .L26 1999)
- Ochmanek, David A. NATO's Future: Implications for U.S. Military Capabilities and Posture. Report MR-1162-AF. Santa Monica: Rand, 2000. 38pp. (UA646.3 .O3 2000)
- O'Hanlon, Michael E. Technological Change and the Future of Warfare. Washington: Brookings Institution Press, 2000. 208pp. (UA23 .O39 2000)
- Owens, William A. Lifting the Fog of War. New York: Farrar, Straus, Giroux, 2000. 280pp. (UA23 .094 2000)
- Palmer, Herman T. Miles Wide, Inches Deep: Army Logistics on the Twenty-First Century Battlefield. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1997. 23pp. (AD-A326-774)
- Petcovic, Denis J. The USAR (United States Army Reserve) as a Relevant Force Today, in Army XXI and for the Army After Next. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1997. 47pp. (AD-A326-530)
- Peters, Ralph. Fighting for the Future: Will America Triumph? Mechanicsburg, PA: Stackpole Books, 1999. 210pp. (U21.2 .P425 1999)

- Pfaltzgraff, Robert L., and Richard H. Shultz, eds. War in the Information Age: New Challenges for U.S. Security Policy. Washington: Brassey's, 1997. 375pp. (U104 .W371 1997)
- Porter, Bruce J. A Revolution in Military Engineering. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1997. 31pp. (AD-A326-682)
- Pumphrey, Carolyn W., ed. Transnational Threats: Blending Law Enforcement and Military Strategies. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, November 2000. 256pp. (U413 .A66T61 2000)
- Puntureri, Carl J. The Relevance of Nuclear Weapons in the 21st Century. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1999. 33pp. (AD-A363-590)
- Ray, Clark K. Preserving Battlefield Adaptability in a Digitizing Army. Strategy Research Project. Carlisle Barracks: U.S. Army War College, May 1999. 38pp. (AD-A364-578)
- Rosello, Victor M. War 2010: The Emergence of the Wild Card Scenario. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1997. 28pp. (AD-A326-876)
- Scales, Robert H., Jr. Future Warfare Anthology. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, 1999. 211pp. (U413 .A66S335 1999)
- Schneider, Barry R. Future War and Counterproliferation: U.S. Military Responses to NBC Proliferation Threats. Westport: Praeger, 1999. 229pp. (U793 .S36 1999)
- Schneider, Barry R., and Lawrence E. Grinter, eds. Battlefield of the Future: 21st Century Warfare Issues. Rev. ed. Maxwell Air Force Base: Air University Press, 1998. 279pp. (UG635.31 .B37 1998)
- Science Applications International Corporation. Problems and Solutions in Future Coalition Operations: Final Report, Headquarters, U.S. Army Europe Conference, chaired by Thomas J. Marshall. McLean, VA: 1996. 2 vol. (U260 .P65 1996)
- Sheehy, Stephen P. Strategic Vision: Precision Guidance to the Center of Gravity. Newport: U.S. Naval War College, Department of Joint Military Operations, February 1997. 29pp. (V420 .S32 1997)
- Shepherd, Christopher L. Preventive Defense: Military Strategy for the 21st Century. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 1997. 42pp. (AD-A328-020)
- Shope, Virginia C., comp. Jointness: A Selected Bibliography. Carlisle Barracks: U.S. Army War College Library, December 2000. 36pp. (U413 .Z92J65 2000)
- Shope, Virginia C., comp. Total Army - 21st Century: A Selected Bibliography. Carlisle Barracks: U.S. Army War College, April 1999. 24pp. (U413 .Z92T68 1999)

- Snider, Don M. The National Security Strategy: Documenting Strategic Vision. 2d ed. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, March 1995. 21pp. (U413 .A66S62 1995)
- Snukis, Thomas J. Training the Army After Next. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1999. 36pp. (AD-A363-563)
- Stanley, Elizabeth A. Evolutionary Technology in the Current Revolution in Military Affairs: The Army Tactical Command and Control System. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, March 1998. 67pp. (U413 .A66S73 1998)
- Stephens, Alan. Kosovo, or the Future of War. Canberra: Royal Australian Air Force, Air Power Studies Centre, August 1999. 21pp. (U704 .F2A36 no.77)
- Summe, Jack N. Information Warfare, Psychological Operations, and a Policy for the Future. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 1999. 43pp. (AD-A363-817)
- Summers, Harry G. The New World Strategy: A Military Policy for America's Future. New York: Simon & Schuster, 1995. 270pp. (UA23 .S92 1995)
- Swinson, Mark L. Battlefield Robots for Army XXI. Strategy Research Project. Carlisle Barracks: U.S. Army War College, June 1997. 54pp. (AD-A331-848)
- Szydlowski, Dennis J. Will the U.S. Army Have a Tank in 2020? Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1998. 32pp. (AD-A345-869)
- Tillson, John C., and Robert Fabrie. OSD (Office of the Secretary of Defense) Duties in the Respond Strategy. Alexandria, VA: Institute for Defense Analyses, January 2000. 1 vol. (UA23 .In8 P-3407)
- Toffler, Alvin, and Heidi Toffler. War and Anti-War: Survival at the Dawn of the 21st Century. Boston: Little, Brown, 1993. 302pp. (U102 .T64 1993)
- Townsend, R.N. Dominant Maneuver: Strategic Mobility in the 21st Century. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1998. 28pp. (AD-A343-384)
- U.S. Army. Ordnance Corps. Ordnance Corps Vision: America's Army of the 21st Century. Aberdeen Proving Ground: U.S. Army Ordnance Center and School, 1997. 28pp. (UF553 .O62 1997)
- U.S. Army Space and Missile Command. U.S. Army Space and Missile Command Strategic Plan: Space and Missile Defense for a New Millennium. Arlington, VA: January 2001. 12pp. (UG743 .U7 2001)
- U.S. Army War College. Landpower in the 21st Century: Preparing for Conflict. Collection of articles from Parameters, the U.S. Army War College's professional journal. Carlisle Barracks: U.S. Army War College, Parameters, 1998. 224pp. (UA25 .L26 1998)

- U.S. Army War College. Strategic Plan for the United States Army War College: Imagining a Better War College. Carlisle Barracks: 1996. 1 vol. (U413 .A771 1996)
- U.S. Coast Guard. Coast Guard 2020: Ready Today...Preparing for Tomorrow. N.p., n.d. Available from <http://www.uscg.mil/news/vis_real.htm>. Internet. Accessed 25 March 2001.
- U.S. Commission on National Security/21st Century. Seeking a National Strategy: A Concert for Preserving Security and Promoting Freedom. The Phase II Report on a U.S. National Security Strategy for the 21st Century. Arlington, VA: April 2000. 16pp. (UA10.5 .N48 1999-2001 v.2)
- U.S. Commission on Roles and Missions of the Armed Forces. Directions for Defense: Report of the Commission on Roles and Missions of the Armed Forces. Arlington, VA: 1995. 1 vol. (UA23.7 .R5 1995)
- U.S. Defense Intelligence Agency. Vector 21: A Strategic Plan for the Defense Intelligence Agency. Washington: 1997. 32pp. (UB251 .U6V21 1997)
- U.S. Defense Science Board. Report of the Defense Science Board Task Force on DoD Warfighting Transformation. Washington: Office of the Under Secretary of Defense for Acquisition and Technology, September 1999. 36pp. (UA10.5 .R376 1999a)
- U.S. Department of Defense. Annual Report to the President and the Congress, 2001, by William S. Cohen. Washington: n.d. 206pp. Available from <<http://www.dtic.mil/execsec/adr2001/>>. Internet. Accessed 22 March 2001.
"Transforming U.S. Armed Forces for the 21st Century," pp. 175-194.
"Transforming the Department of Defense for the 21st Century," pp. 195-242.
- U.S. Department of Defense. Information Superiority: Making the Joint Vision Happen. Washington: 2000. 20pp. (UB256 .U6I52 2000)
- U.S. Department of Defense. Joint Warfighting Science & Technology Plan. Washington: February 1998. 1 vol. (U393 .D443 1998)
- U.S. Department of Defense. Proliferation: Threat and Response, by William S. Cohen. 3rd ed. Washington: Office of the Secretary of Defense, 2001. 125pp. (UA23.3 .P76 2001)
- U.S. Department of Defense. Report of the Quadrennial Defense Review, by William S. Cohen. Washington: May 1997. 69pp. (UA23.3 .R47 1997)
"Transforming U.S. Forces for the Future," pp. 39-51.
Also available from <<http://www.defenselink.mil/pubs/qdr/>>. Internet. Accessed 22 March 2001 .
- U.S. Department of the Air Force. Air Force Posture Statement, 2000, by F. Whitten Peters and Michael Ryan. Washington: 2000. 78pp. (UA23 .A512A3 FY2000)
Also available from <<http://www.af.mil/lib/afissues/2000/posture>>. Internet. Accessed 22 March 2001.

- U.S. Department of the Air Force. Global Vigilance, Reach & Power: America's Air Force: Vision 2020. Washington: 2000. 12pp. (UA23 .A512G47 2000)
Also available from <<http://www.af.mil/vision/>>. Internet. Accessed 16 March 2001.
- U.S. Department of the Army. The Army Vision Statement. Washington: n.d. Available from <<http://www.army.mil/armyvision/vision.htm>>. Internet. Accessed 16 March 2001.
- U.S. Department of the Army. Redesign of the Institutional Army, prepared by Bentley, Adams, Hargett, Riley and Company, Inc. Arlington, VA: BAHF, 1998-1999. 6 vols. (UA25 .R25 1998)
- U.S. Department of the Army. Soldiers on Point for the Nation...Persuasive in Peace, Invincible in War, Fiscal Year 2001, by Louis Caldera and Eric K. Shinseki. Posture Statement presented to the 106th Cong, 2d sess. Washington: February 2000. 66pp. (UA23 .A511 A79 FY01)
"A New Vision for a New Century," pp. 13-21.
"A New Look at Army Modernization: Keeping Pace with a Changing Force," pp. 23-32.
Also available from <<http://www.army.mil/aps/default.htm>>. Internet. Accessed 30 March 2001.
- U.S. Department of the Army. Office of the Assistant Secretary, Research, Development, and Acquisition. Army Science and Technology Master Plan. Washington: 1998. 2 vols. (U393 .U523 1998)
Also available from <<http://www.sarda.army.mil/sard-zt/ASTMP98/astmp98.htm>>. Internet. Accessed 23 March 2001.
- U.S. Department of the Navy. Department of the Navy 2000 Posture Statement: America's 21st Century Force by Richard Danzig, Jay L. Johnson, and James L. Jones. Posture Statement presented to the 106th Cong, 2d sess. Washington: 2000. 30pp. (UA23 .A513 N2 2000)
- U.S. Department of the Navy. Forward ... from the Sea: The Navy Operational Concept. Washington: March 1997. 8pp. (VA58.4 .U547 1997)
Also available from
<<http://www.chinfo.navy.mil/navpalib/policy/fromsea/ffseanoc.html>>. Internet. Accessed 23 March 2001.
- U.S. Department of the Navy. Naval Amphibious Warfare Plan: Decisive Power from the Sea. Washington: October 1999. 92pp. (U261 .N38 1999)
- U.S. Department of the Navy. Vision, Presence, Power: A Program Guide to the U.S. Navy. Washington, 2000. 116pp. (VA58.4 .U545 2000)
- U.S. General Accounting Office. Military Operations: Status of DOD's Efforts to Develop Future Warfighting Capability: Report to the Chairman, Committee on Armed Services. Washington: March 1999. 40pp. (U153 .U533 1999)
- U.S. Joint Chiefs of Staff. Joint Vision 2020. Washington: U.S. Government Printing Office, 2000. 36pp. (UA23.7 .J6 2000)

Also available from <<http://www.dtic.mil/jv2020/>> . Internet. Accessed 16 March 2001.

U.S. Joint Warfighting Center. Concept for Future Joint Operations: Expanding Joint Vision 2010. Fort Monroe: May 1997. 88pp. (UA23.3 .C55 1997)

U.S. Marine Corps. Marine Corps Strategy 21. Washington: November 2000. 12pp. Available from <<http://www.dtic.mil/jv2020/strategy.pdf>> . Internet. Accessed 16 March 2001.

U.S. Marine Corps. Operational Maneuver from the Sea. Washington: 1996. 28pp. (VE23 .O61 1996)

U.S. Marine Corps. Programs and Resources Department. Concepts and Issues, 2000: Leading the Pack in a New Era. Washington: 2000. 278pp. (VE23 .A1C66 2000)

U.S. Marine Corps Combat Development Command. United States Marine Corps Warfighting Concepts for the 21st Century. Quantico: Marine Corps Combat Development Center, Concepts Division, 1998. 1 vol. (VE23 .U53 1998)

U.S. National Defense Panel. Transforming Defense: National Security in the 21st Century. Arlington, VA: 1997. 94pp. (UA23 .T782 1997)
Also available from <<http://www.dtic.mil/ndp/>> . Internet. Accessed 25 March 2001.

U.S. President. A National Security Strategy for a Global Age, by William J. Clinton. Washington: The White House, December 2000. 67pp. (UA10.5 .U659 2000)

U.S. Space Command. Long Range Plan: Executive Summary. Peterson Air Force Base, March 1998. 20pp. (UG1523 .L651 1998)

U.S. Space Command. Long Range Plan: Implementing USSPACECOM Vision for 2020. Peterson Air Force Base: March 1998. 144pp. (UG1523 .L65 1998)

U.S. Space Command. Vision for 2020. Peterson Air Force Base: 1997. 12pp. (UG1523 .V37 1997)

U.S. Special Operations Command. SOF Vision 2020. MacDill Air Force Base: 1996. 26pp. (UA23 .A51S641 1996)

Van Drie, Mark. Infantry in the 21st Century. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 2000. 32pp. (AD-A377-620)

Vick, Alan, and others. Preparing the U.S. Air Force for Military Operations Other Than War. Report MR-842-AF. Santa Monica: Rand, 1997. 205pp. (UG633 .P62 1997)
"Future U.S. Involvement in MOOTW (Military Operations Other Than War)," pp. 47-77.

Warner, Christopher G. Implementing Joint Vision 2010: A Revolution in Military Affairs for Strategic Air Campaigns. Maxwell Air Force Base: Air University Press, April 1999. 83pp. (UG635.3 .W16 1999)

Wells, Billy E., Jr. The Future of Infantry: Maneuver in the Twenty-First Century. Strategy Research Project. Carlisle Barracks: U.S. Army War College, May 1997. 93pp. (AD-A326-977)

Wong, Leonard. Generations Apart: Xers and Boomers in the Officer Corps. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, October 2000. 30pp. (U413 .A66W66 2000)

THE U.S. MILITARY AND THE FUTURE

PERIODICAL ARTICLES

Antal, John F. "A Glimpse of Wars to Come: The Battle for Grozny." Army 49 (June 1999): 28-40.

Aubin, Stephen P. "Stumbling toward Transformation: How the Services Stack Up." Strategic Review 28 (Spring 2000): 39-47.

Barnett, Thomas P.M., and Henry H. Gaffney, Jr. "Force Structure Will Change." ("Each service stands to win -- or lose -- depending on what national security visions the new administration embraces." Proceedings - U.S. Naval Institute 126 (October 2000): 30-34.

Bender, Bryan, and others. "2020 Vision: The Shape of Military Technology to Come." Jane's Defense Weekly 34 (25 October 2000): 20-25.

Bernstein, Alvin H., Martin Libicki, and Frederick W. Kagan. "High-Tech: The Future Face of War? - A Debate." Commentary 105 (January 1998): 28-34.

Biddle, Stephen. "The Past as Prologue: Assessing Theories of Future Warfare." Security Studies 8 (Autumn 1998): 1-74.

Bone, Margaret. "The Future of Warfare: A Little-Known Agency in the Department of Defense, DARPA (Defense Advanced Research Projects Agency) Is Leading the Military Technology Revolution into the 21st Century." Retired Officer 56 (January 2000): 66-72.

Boyer, Yves. "Joint Vision 2010 and the Allies: When Conventional Wisdom Meets Strategic Issues." (European point of view) RUSI Journal 145 (April 2000): 62-66.

Caldera, Louis. "Investing in People: The Key to Transforming the Army." Army 50 (October 2000): 15-18.

Caldera, Louis, and Eric K. Shinseki. "Army Vision: Soldiers on Point for the Nation...Persuasive in Peace, Invincible in War." Military Review 80 (September-October 2000): 3-5.

- Cebrowski, Arthur K. "President's Forum." ("The need for transformation, driven by the geo-strategic environment, advancing technological opportunities, cost trends, and guidance from the Joint Chiefs of Staff, is undeniable, but the strategy for transformation is just now beginning to receive the investment of intellectual capital it deserves.") Naval War College Review 53 (Spring 2000): 5-12.
- Cebrowski, Arthur K. "President's Forum." ("The spring 2000 intersessional conference at the Naval War College focused on 'Strategic Change, Transformation, and Military Innovation'....") Naval War College Review 53 (Autumn 2000): 4-8.
- Chaisson, Kernan. "Joint Vision 2020 Calls for Full-Spectrum Dominance." Journal of Electronic Defense 23 (August 2000): 15.
- Clauer, John. "In Defense of the 'Joint Vision'." Marine Corps Gazette 82 (March 1998): 50-54.
- Codner, Michael. "Some European Concerns about Joint Vision 2010." RUSI Journal 145 (April 2000): 73-78.
- Cook, Donald G. "Congreve's Red Glare...Reflections of the Past, Visions of the Future." (U.S. space capabilities) RUSI Journal 144 (October 1999): 38-42.
- Correll, John T. "Visions." ("Behind the placid surface of the vision statements, several fires are burning briskly.") Air Force Magazine 83 (September 2000): 35-39.
- Daso, Dik. "New World Vistas: Looking toward the Future, Learning from the Past." Aerospace Power Journal 13 (Winter 1999): 67-76.
- Davidson, Tony. "Enhancing the Survivability of the 21st-Century Land Warrior." Army Logistician 30 (November-December 1998): 8-10.
- Dick, Charles. "Interventions Operations." RUSI Journal 146 (February 2001): 51-52.
- Dubik, James. "IBCT (Initial Brigade Combat Teams) at Fort Lewis." Military Review 80 (September-October 2000): 17-23.
- Dunlap, Charles J., Jr. "Melancholy Reunion: A Report from the Future on the Collapse of Civil-Military Relations in the United States." Airpower Journal 10 (Winter 1996): 93-109.
- Dunn, Brian J. "The Path to the Future Army." (Article focuses on force structure) Military Review 80 (September-October 2000): 91-93.
- Echevarria, Antulio J., II. "Fusing Airpower and Land Power in the Twenty-First Century: Insights from the Army After Next." Airpower Journal 13 (Fall 1999): 66-74.
- Echevarria, Antulio J., II. "Tomorrow's Army: The Challenge of Nonlinear Change." Parameters 28 (Autumn 1998): 85-98.

- Evans, Michael. "Fabrizio's Choice: Organizational Change and the Revolution in Military Affairs Debate." National Security Studies Quarterly 7 (Winter 2001): 1-25.
- Fages, Malcolm. "The Submarine Force: A Century of Excellence, and the Challenge of the Future." Undersea Warfare 2 (Summer 2000): 2-6.
- Fautua, David T. "How the Guard and Reserve Will Fight in 2025." Parameters 29 (Spring 1999): 127-149.
- Fautua, David T. "Transforming the Reserve Components." Military Review 80 (September-October 2000): 57-67.
- Final, Bernard I. "The Role of Aerospace Power in US Counterproliferation Strategy." Aerospace Power Journal 13 (Winter 1999): 77-89.
- Freedman, Lawrence. "The Changing Forms of Military Conflict." Survival 40 (Winter 1998-1999): 39-56.
- Gourley, Scott R. "Future Combat Systems: A Revolutionary Approach to Combat Victory." Army 50 (July 2000): 23-26.
- Grange, David L. "Asymmetric Warfare: Old Method, New Concern." Officer 77 (March 2001): 29-36.
- Hall, John D. "From Horses to Tractors – Implications for Army XXI." Field Artillery (November-December 1999): 5-7.
- Harknett, Richard J., and the JCISS (Joint Center for International and Security Studies) Study Group. "The Risks of a Networked Military." Orbis 44 (Winter 2000): 127-143.
- Hartzog, William W., and Susan Canedy. "Laying Foundations: From Army XXI to Army After Next." Army 48 (February 1998): 18-21.
- Hasenauer, Heike. "Reaching the Army Vision." Soldiers 55 (June 2000): 14-17.
- Hasenauer, Heike. "Technologies for the Future." Soldiers 55 (June 2000): 18-23.
- Hawkins, William R. "Meeting the Warrior Challenge." Army 51 (January 2001): 14-17.
- Henley, Lonnie D. "The RMA (Revolution in Military Affairs) After Next." Parameters 29 (Winter 1999-2000): 46-57.
- Hunter, Robert T. "NATO in the 21st Century: A Strategic Vision." Parameters 28 (Summer 1998): 15-29.
- Jeziar, Bonnie. "Managing Change: Selected Readings." ("This annotated reading list, culled from topics examined by US Army War College students who explore concepts for an 'Army

After Next,' is subdivided by theme: strategy, approaches to planning, trends, and the faces of future warfare.") Parameters 28 (Winter 1998): 161-170.

Jones, James L. "Vision Statement of the United States Marine Corps, 15 November 2000." Marine Corps Gazette 84 (December 2000): 17.

Jordan, Kelly C., and Thomas Goss. "Producing Strategists for the 21st Century." Army 49 (June 1999): 45-49.

Kennedy, Fred, Rory Welch, and Bryon Fessler. "Failure of Vision: Retrospective." Airpower Journal 12 (Summer 1998): 84-94.

Kern, Paul J. "The Future Battlefield." (Article focuses on Army transformation) Army 50 (July 2000): 19-22.

Killebrew, Robert. "The Army After Next: Defining Future Landpower Challenges." Army 48 (February 1998): 22-28.

Killebrew, Robert. "Reinventing the Army for the 21st Century." Army 50 (June 2000): 12-18.

Klug, J.P. "Armor's Role in Future U.S. MOUT (Military Operations on Urbanized Terrain) Doctrine." Armor 109 (May-June 2000): 7-11.

Kreisher, Otto. "Hope and Promise, Risks and Uncertainties: Coast Guard Vision Statement Sees Major Changes Ahead." Sea Power 42 (August 1999): 30-33.

Krepinevich, Andrew F., Jr. "Why No Transformation?" JFQ: Joint Force Quarterly, no. 23 (Autumn 1999-Winter 2000): 97-101.

Lambeth, Benjamin S. "Air Power Transformed: How American Air and Space Potential Has Come of Age since Vietnam." Armed Forces Journal International 137 (June 2000): 42-50.

Lanman, Eric. "Wither the Warrior?" Proceedings - U.S. Naval Institute 124 (April 1998): 26-29.

LaPorte, Leon, and Winn Noyes. "Operation-Centric Warfare: Setting the Conditions for Success at Brigade and Battalion." Army 50 (August 2000): 16-20.

Lockwood, Jonathan S. "Space Control Versus Space Denial in 21st Century Warfare: Achilles Heel of the RMA (Revolution in Military Affairs)." Defense & Foreign Affairs Strategic Policy 28, no. 8 (2000): 4-6.

Lowrey, Vern. "Army Experimentation Campaign Plan: Total Army and Joint Teamwork toward a Full-Spectrum Land Force." Engineer (April 1999): 34-38.

Mahler, Michael D. "The Army and Society: Some Perspectives for the 21st Century." Armor 109 (September-October 2000): 13-15.

- Mahnken, Thomas G. "A Corps for Tomorrow." Marine Corps Gazette 84 (November 2000): 34-41.
- Metz, Steven. "The American Army in the 21st Century." Strategic Review 27 (Fall 1999): 12-17.
- Millsap, Ralph, and D.B. Posey. "Organizational Options for the Future Aerospace Force." Aerospace Power Journal 14 (Summer 2000): 48-52.
- Miranda, Joseph. "War and the Military Revolution in the 21st Century." Strategy & Tactics, no. 200 (November-December 1999): 51-59.
- Murray, Williamson. "The Army's Advanced Strategic Art Program." Parameters 30 (Winter 2000-2001): 31-39.
- Murray, Williamson. "Thinking about Cities and War." Marine Corps Gazette 84 (July 2000): 38-40.
- Newman, Richard J. "The Army Ponders Its Future: The Old Tank Units Have Big Problems, but Can the Lighter Alternative Survive and Win?" Air Force Magazine 83 (November 2000): 34-38.
- Peters, Ralph. "Killers and Constables: The Future of Conflict and the Continuity of the American Military Experience." Strategic Review 28 (Spring 2000): 53-63.
- Peters, Ralph. "Our New Old Enemies." (The author ponders the question "Who is our enemy?") Parameters 29 (Summer 1999): 22-37.
- Plewes, Thomas J. "Army Reserve Vision." Officer 76 (April 2000): 29-31, 35.
- Plewes, Thomas J. "Making a Reality of the Army's Vision." Army 50 (October 2000): 109-114.
- Reck, Victor. "Revitalizing Warfighting Innovation in the Navy." (Article focuses on the Navy Warfare Development Command (NWDC) which is "tasked to develop a warfighting-innovation process centered on concept-based experimentation in partnership with the fleet.") Sea Power 43 (February 2000): 18.
- Reimer, Dennis J. "The Army After Next: Knowledge, Speed and Power." Military Review 79 (May-June 1999, Special Insert): 2-7.
- Renner, Michael. "Alternative Futures in War and Conflict." Naval War College Review 53 (Autumn 2000): 45-56.
- Rivers, Brendan P. "The DARPA (Defense Advanced Research Projects Agency) Way: R&D (Research and Development) Done the DARPA Way Has Led to Radical Innovation in Support of US National Security – and Continues to Do So." JED: Journal of Electronic Defense 24 (February 2001): 45-49.

- Roos, John G. "An All-Encompassing Grid: US Services Pursue the Promise of Network-Centric Warfare." Armed Forces Journal International 138 (January 2001): 26-35.
- Roxborough, Ian, and Dana Eyre. "Which Way to the Future?" (The authors discuss four major positions concerning the nature of future war.) JFQ: Joint Force Quarterly, no. 22 (Summer 1999): 28-34.
- Scales, Robert H., Jr. "Adaptive Enemies: Dealing with the Strategic Threat after 2010." Strategic Review 27 (Winter 1999): 5-14.
- Scales, Robert H., Jr. "Indirect Approach: How US Military Forces Can Avoid the Pitfalls of Future Urban Warfare." Armed Forces Journal International 136 (October 1998): 68-74.
- Schmitt, John F. "Command and (Out of) Control: The Military Implications of Complexity Theory." Marine Corps Gazette 82 (September 1998): 55-58.
- Schwartau, Winn. "Asymmetrical Adversaries." Orbis 44 (Spring 2000): 197-205.
- Scott, William B. "Wargames Zero in on Knotty Milspace Issues: Virtual Conflicts Set 15 Years in the Future Allow U.S. Leaders to Explore the Pros and Cons of Using Military Space Power in Terrestrial Battles." Aviation Week & Space Technology 154 (29 January 2001): 52-55.
- Shelton, Henry H. "Force, Forces, and Forecasting: Preparing U.S. Armed Forces for an Uncertain Future." Vital Speeches of the Day 67 (15 January 2001): 194-198.
- Shelton, Henry H. "The National Military Strategy and Joint Vision 2020." Army 51 (January 2001): 7-9.
- Shelton, Henry H. "Total Force Transformation." Officer 77 (January-February 2001): 16-19.
- Sherman, Jason. "Coming Attraction: At Play in the Fields of the Future with the Army's Objective Force." Armed Forces Journal International 137 (July 2000): 40-44.
- Sherman, Jason. "Dream Work: The Army's Transformation Centers around New Medium-Weight Brigades." Armed Forces Journal International 137 (May 2000): 25-28.
- Shinseki, Eric K. "Army Chief of Staff Discusses Vision, Transformation." Interview. Officer 76 (May 2000): 14-15.
- Shinseki, Eric K. "The Army Transformation: A Historic Opportunity." Army 50 (October 2000): 21-30.
- Shinseki, Eric K. "Beginning the Next 100 Years." (The Army Chief of Staff speaks of strategic vision, goals, and objectives.) Army 49 (October 1999): 21-28.
- Shisler, Vernon E., and H.D. Winters. "Future NATO Soldier." Army 48 (July 1998): 36-39.

- Smith, B.J. "Innovation Is Reborn." (Article focuses on the Navy Warfare Development Command.) Proceedings - U.S. Naval Institute 126 (June 2000): 58-60.
- Snider, Don M., and Gayle L. Watkins. "The Future of Army Professionalism: A Need for Renewal and Redefinition." Parameters 30 (Autumn 2000): 5-20.
- Steele, Dennis. "The Army Magazine Hooah Guide to Army Transformation: A 30-Minute Course on the Army's 30-Year Overhaul." Army 51 (February 2001): 21-42.
- Steele, Dennis. "National Security Commission Recommends a New Strategic Outlook." Army 51 (March 2001): 37-38.
- Steele, Martin R. "Deep Coalitions and Interagency Task Forces." Naval War College Review 52 (Winter 1999): 14-23.
- Stewart, Jeb. "Engineers, Army After Next, and Military Operations in Urban Terrain." Engineer 29 (March 1999): 17-19.
- "Strategic Responsiveness: New Paradigm for a Transformed Army." Defense Report (October 2000): 1-4.
- Stroup, Theodore G., Jr. "The Ongoing Army Transformation." Army 50 (July 2000): 7-10.
- Sweetman, Bill. "Expeditionary USAF Sets Course: Aerospace Expeditionary Forces Readiness." Jane's International Defense Review 33 (May 2000): 30-37.
- Szelowski, David W. "Disjointed: Just How Joint Are We?" ("Despite rhetoric to the contrary, the services have a long way to go toward melding their conflicting visions of warfare into a single concept.") Proceedings - U.S. Naval Institute 126 (September 2000): 58-61.
- Tanner, Jason, and others. "Looking at Warfare through a New Lens." (The authors say that "If military professionals explore the frontiers of the New Sciences, they may better understand the elusive nature of warfare.") Marine Corps Gazette 82 (September 1998): 59-61.
- Taylor, B. "Joint Asset Visibility: Ability to 'See' Materiel in the Logistics Pipeline Is Essential to Future US Warfighters." Armed Forces Journal International 138 (October 2000): 78-80.
- Tilford, Earl H., Jr. "Reviewing the Future." (The author discusses changes faced by the military.) Parameters 30 (Autumn 2000): 148-152.
- Tirpak, John A. "The Integration of Air & Space: The Air Force Charts Its Expansion into the Realm of Aerospace." (Article focuses on the Air Force white paper entitled The Aerospace Force: Defending America in the 21st Century.) Air Force Magazine 83 (July 2000): 38-40.
- Toffler, Alvin, and Heidi Toffler. "Preparing for Conflict in the Information Age." Futurist 32 (June-July 1998): 26-29.

- Tone, Christopher. "ARSOF (Army Special Operations Forces) Vision 2010 and ARSOF XXI: An Alternative Viewpoint." Special Warfare 12 (Winter 1999): 26-36.
- Van Creveld, Martin. "Through a Glass, Darkly: Some Reflections on the Future of War." Naval War College Review 53 (Autumn 2000): 25-44.
- Wall, Robert. "USAF Updates Plans for Future Air Wars." Aviation Week & Space Technology 154 (29 January 2001): 61-62.
- Warden, John A., III. "The New American Security Force." Airpower Journal 13 (Fall 1999): 75-91.
- Warner, Volney J. "Technology Favors Future Land Forces." Strategic Review 26 (Summer 1998): 40-53.
- Wass de Czege, Huba. "Closing with the Enemy: The Core Competency of an Army." Military Review 80 (May-June 2000): 8-10.
- Wass de Czege, Huba. "Six Compelling Ideas on the Road to a Future Army." Army 51 (February 2001): 43-46.
- Wass de Czege, Huba. "Soldiers -- Not Technology -- Are the Key to Continued Superiority." Army 51 (March 2001): 7-12.
- Wass de Czege, Huba, and Antulio J. Echevarria, II. "Landpower and Future Strategy: Insights from the Army After Next." JFQ: Joint Force Quarterly 21 (Spring 1999): 62-69.
- Yarger, Harry R. "Land Power: Looking toward the Future through Green Lens." Strategic Review 27 (Winter 1999): 22-30.

"If you don't know where you are going," the Scarecrow said to Dorothy,
"it doesn't matter which road you take."

-- The Wizard of Oz

"It's hard to make predictions, especially of the future."

--Yogi Berra, quoted in Vice Admiral
J.B. LaPlante, "The Future of Am-
phibious Warfare Takes Shape."
Proceedings - U.S. Naval Institute,
Vol. 120, May 1994, p.86.

"It is important not to mistake the edge of the rut for the horizon."

--Anonymous, quoted in Joel A.
Barker, Paradigms: The Business of
Discovering the Future. New York:
HarperBusiness, 1993, p. 208.



*"Not to Promote War, But to Preserve Peace" --
A Century of Educating Strategic Leaders*